

RECRUITER

United States Army Recruiting Command March-April 1999

Department of the Army
HQ, U.S. Army Recruiting Command
Fort Knox, KY 40121-2726



NO POSTAGE
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UNITED STATES

Journal

APRIL 1999

From the desk of
Doug Smith
Office of Admissions

- Talk about Army Opportunities
- Training
- Education
- Adventure
- Money for college?

- See Army Recruiter
army.com

MARCH 1999

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SPECIAL ISSUE

From the Commanding General

I hear you – I want you to know you are important: to me, to this command, to the Army. I know you're working hard. I want you to know I hear you, I'm listening, and we're doing something about what you're telling us. I put great store in your experience and in what you tell me, and we are working on your recommendations. I am always interested in your good ideas, and I want you to know that we act on a good proportion of them.

And you

Some of things we've worked that you may not have heard about yet are:

- The increased number of two-year military occupational specialties we can offer. We virtually doubled our two-year enlistment options, from 30 two-year possibilities to 57. The two-year option is a tool for the grad market.

- It appears we've convinced DA and Congress to provide a linkage of enlistment bonus with the Army College Fund, something we've never had before. Final approval to follow.

There is compelling evidence that our market is shifting. Our "average" recruit is now over 20 years old and 67 percent of high school graduates go on to college – that means we must be in the colleges. But we can't abandon the high schools, because we need them too. Your mission box should divide the work between the high school and the college markets.

Let's talk about integrity. "Recruit with integrity" has been around a long time, so maybe some of you think it's an empty phrase. It's not an empty phrase. Professional ethics are the cornerstone of everything we do. Our very ability to recruit depends on your character and your ability to adhere to those values we in the Army profess.

And I expect you to act accordingly. We must exhibit integrity in everything we do, and we must police ourselves. What we do is too important, our reputation in Hometown, U.S.A., is too easily damaged for recruiters to selfishly disregard those values and engage in behavior that is harmful to themselves, to others, or to the Army. You, the individual, are responsible for protecting the ethics and integrity of the Army; it starts and ends with you in the public domain.

Times are tough right now. In many ways, we can do better. And even though we didn't bring this entire situation on ourselves, it's up to us to work ourselves out of it.

Whatever the situation, we must take care of our people. Soldiers must have time with their loved ones. The Chief of Staff of the Army calls this "predictability." Families must be able to plan time off without us changing the schedule. So if a recruiter has approved, scheduled time off, that time off should be unchangeable, no matter what "crisis" arises. Too many times we ask too much from our families; time off should be one of those things we protect and predict.

Finally, let me reiterate that I am always listening to you. I want to hear your good ideas, and I want you to know that I will look at each of them, and I will evaluate them for action. Be All You Can Be!



MG Gaddis

FLARE

Recruiter Journal

March-April 1999



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March-April 1999

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Corrections

Faith in Today's Soldiers

The article, *Faith in Today's Soldiers*, that appeared in the February 1999 issue, page 5 (News Briefs) was *not* written by the Army's chief of staff, GEN Dennis Reimer. Our apologies for this error in attribution.

The Test

The answer given to question 11 in February's Test was incorrect. We told you that the answer is "a," when it should have been "c." The proper reference is AR 601-210, para 2-7, education a (3).

USAREC cyber utilities help recruiters

Recruiting Operations Training Division has been working on two new utilities to help the field recruiter. The first one is the USAREC Command Calendar. It can be found on the Intranet and the Internet.

The address for the Intranet is www.usarec.army.mil/intrain. The Internet is www.usarec.army.mil/intrain. The link is located on the button menu on the left of the main screen for Training. Once you click on it you have the choice to either view it there or to download it. The preferred method is to save it to the hard drive.

The Command Calendar was designed to be user-friendly, informative, and useful from the HQ elements to the recruiting station. It will allow the command to see what events are scheduled in the future. A good example would be TAIR events and schools. The recruiter has the ability to pre-plan and schedule these events in advance.

The database can be searched by date, event, or unit. To use the Command Calendar just follow the links within the program. The first screen that appears when you start the program is the main interface page, and from there you can either print or view. The user-friendly design should help any user be able to navigate the database.

The other utility is the "Recruiter Utility Database," which can also be found on the Recruiting Operations Trainers Page. It is located on the main page. Once you click on the link you can either open there or save it to your hard drive. The prefer-

able method is saving it. This allows you to view the database off line. The database is built like the calendar and is also user-friendly. The Recruiter Utility Database is searchable by: RSID, City, State or Zipcode. This would allow the recruiter instant access to obtain a police check, birth verification, or during emergency situations. The uses are endless.

For further information the POC is SFC Gain, (502) 626-0137, or SFC Fry, (502) 626-0797.

April is Child Abuse Prevention Month

Soldiers Show a show-stopper

by Tom Tiernan, USAREC Promotional Program Manager

When the 1999 Soldiers Show hits the road May 14 not only will it have new performers, costumes and acts; it will also play an expanded role in supporting Army recruiters.

During its six-month tour of Army installations, the show will make seven stops along the route specifically designed to support the recruiting effort. Recruiters in Harrisburg, New York City, Houston, Los Angeles, Milwaukee, Chicago, and Atlanta will be able to fill the audience with members of the Delayed Entry/Training Program, prospects, centers of influence, and members of their community for this toe-tappin', feet-stompin', hand-clappin' show.

In addition to the seven targeted sites, seats at other stops will be reserved so that local recruiters can take their DEP/DTP members to the show. According to Andy Gilliam of Army Entertainment, the number of seats available will depend upon the size of the theater. Generally 25-50 seats will be available. The battalion Advertising and Public Affairs staff will coordinate with recruiters and host installations.

During the 1999 tour the command will also test the effectiveness of taking portions of the show into high schools in selected locations. If using portions of the show in high schools proves effective, the program could be expanded during the 2000 season. Sites for the test have not yet been identified.

The Soldiers Show tours the continental United States and one overseas command each year providing "entertainment for the soldier, by the soldiers." The cast is made up entirely of soldiers who not only sing and dance their way through more than 50 songs (including country, rock, R&B, soul, Gospel, rap, Broadway and patriotic songs), but they also off-load, set-up, and dismantle the 20 tons of equipment required to produce the show at each location.

The command's new relationship with the Soldiers Show is a wonderful opportunity for recruiters to show DEPs and COIs that the Army isn't just 24 hours a day of basic training.

See the Soldiers Show schedule below for the closest location to your station.

Schedule

May 14-16	Fort Belvoir, VA
May 22	Fort Dix, NJ
May 24	Fort Meade, MD
May 26	Harrisburg, PA
May 30	Fort Monmouth, NJ
June 1	Fort Hamilton, NY
June 3	Natick, MA
June 5	Malden, MA
June 7-8	Fort Drum, NY
June 11	New York City
June 13	Fort Detrick, MD
June 14	Washington, DC
June 16	Fort Eustis, VA
June 18	Fort Monroe, VA
June 20	Fort Bragg, NC
June 22-23	Fort Knox, KY
June 26-27	Fort McCoy, WI
June 30	Fort Leavenworth, KS
July 2-3	Fort Carson, CO
July 7	Fort Riley, KS
July 9-10	Fort Leonard Wood, MO
July 12	Red River Army Depot, TX
July 15-16	Fort Hood, TX
July 18	Memphis, TN
July 21	Redstone Arsenal, AL
July 24-25	Fort Polk, LA
July 27	Houston, TX
July 30	Fort Sam Houston, TX
August 1	Lackland AFB, TX
Aug. 4-6	Fort Sill, OK
Aug. 9-10	Fort Bliss, TX
Aug. 13	White Sands Missile Range, NM
Aug. 15-16	Fort Huachuca, AZ
Aug. 19	Yuma Proving Ground, AZ
Aug. 21	Fort Irwin, CA

Aug. 23	Los Angeles, CA
Aug. 26	Presidio of Monterey, CA
Aug. 29-30	Fort Lewis, WA
Sept. 4	Fort Greely, AK
Sept. 6	Fort Wainwright, AK
Sept. 9-10	Fort Richardson, AK
Oct. 4	Chicago, IL
Oct. 7	Rock Island, IL
Oct. 9-10	Fort Campbell, KY
Oct. 12	Atlanta, GA
Oct. 15-17	Fort Benning, GA
Oct. 19-20	Fort Rucker, AL
Oct. 22-24	Fort Gordon, GA
Oct. 27-28	Fort Stewart, GA
Oct. 30-31	Fort Jackson, SC
Nov. 2-3	Fort Lee, VA
Nov. 5	West Point, NY
Nov. 8-10	Aberdeen Proving Ground, MD
Nov. 12	Washington, DC
Nov. 14	Fort Belvoir, VA

Revised policy on relationships between soldiers of different ranks

1. Reference AR 600-20, paragraphs 4-14, 4-15, and 4-16.

2. Army policy regarding relationships between soldiers of different ranks has been revised. *This message constitutes a permanent change to AR 600-20, to take effect immediately.* This text will be incorporated into the next printed revision of this regulation.

3. Changes:

AR 600-20, paragraph 4-14. Relationships between military members of different rank.

A. The term "officer," as used in this paragraph, includes both commissioned and warrant officers unless otherwise stated. The provisions of this paragraph apply to both relationships between Army personnel and between Army personnel and personnel of other military services. This policy is effective immediately, except where noted below, and applies to different-gender relationships and same-gender relationships.

B. Relationships between soldiers of different rank are prohibited if they:

- (1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.
- (2) Cause actual or perceived partiality or unfairness.
- (3) Involve, or appear to involve, the

improper use of rank or position for personal gain.

(4) Are, or are perceived to be, exploitative or coercive in nature.

(5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

C. Certain types of personal relationships between officers and enlisted personnel are prohibited. Prohibited relationships include:

(1) On-going business relationships between officers and enlisted personnel. This prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of on-going financial or business relationship. Business relationships which exist at the time this policy becomes effective, and that were authorized under previously existing rules and regulations, are exempt until March 1, 2000. In the case of Army National Guard or United States Army Reserve personnel, this prohibition does not apply to relationships that exist due to their civilian occupation or employment.

(2) Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships between officers and enlisted personnel. This prohibition does not apply to:

(a) Marriages that predate the effective date of this policy or are entered into prior to March 1, 2000.

(b) Until March 1, 2000, relationships (dating, shared living accommodations, and intimate or sexual relationships) outside of marriage that predate the effective date of this policy.

(c) Situations in which a relationship which complies with this policy would move into non-compliance due to a change in status of one of the members (for instance, a case where two enlisted members are married and one is subsequently commissioned or selected as a warrant officer).

(d) Personal relationships outside of marriage between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on active duty (other than annual training) or full-time National Guard duty

(other than annual training).

(e) Personal relationships outside of marriage between members of the Regular Army and members of the National Guard or Army Reserve when the relationship primarily exists due to civilian association and the Reserve Component member is not on active duty (other than annual training) or full-time National Guard duty (other than annual training).

(f) Soldiers and leaders share responsibility, however, for ensuring that these relationships do not interfere with good order and discipline. Commanders will ensure that personal relationships which exist between soldiers of different ranks emanating from their civilian careers will not influence training, readiness, or personnel actions.

(3) Gambling between officers and enlisted personnel.

D. These prohibitions are not intended to preclude normal team-building associations which occur in the context of activities such as community organizations, religious activities, family gatherings, unit-based social functions, or athletic teams or events.

E. All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between soldiers of different grade or rank, the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this policy.

F. Commanders should seek to prevent inappropriate or unprofessional relationships through proper training and leadership by example. Should inappropriate relationships occur, commanders have available a wide range of responses. These responses may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include official reprimand, adverse evaluation report(s), nonjudicial punishment, separation, bar to reenlistment, promotion denial, demotion, and courts martial. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is warranted, appropriate, and fair.

AR 600-20, paragraph 4-15. Other prohibited relationships.

A. Trainee and soldier relationships. Any relationship between permanent party

personnel and IET trainees not required by the training mission is prohibited. This prohibition applies to permanent party personnel without regard to the installation of assignment of the permanent party member or the trainee.

B. Recruiter and recruit relationships. Any relationship between permanent party personnel assigned or attached to the United States Army Recruiting Command and potential prospects, applicants, members of the Delayed Entry Program (DEP), or members of the Delayed Training Program (DTP) not required by the recruiting mission is prohibited. This prohibition applies to United States Army Recruiting Command personnel without regard to the unit of assignment of the permanent party member and the potential prospects, applicants, DEP members, or DTP members.

AR 600-20, paragraph 4-16. Fraternization. Violations of paragraph 4-14b, 4-14c, and 4-15 may be punished under Article 92, UCMJ, as a violation of a final section of lawful general regulation.

4. DA Pam 600-35 is being revised to reflect this change. Additional training materials pertaining to this change will be issued separately.

New USAR recruiter incentive award

To spur Army Reserve production for FY 99, the Chief of the Army Reserve, MG Thomas J. Plewes, and CSM John E. Rucynski have offered to participate in an Army Reserve recruiter incentive program. There has never been a recruiter incentive program or award sponsored by OCAR.

Successful Army Reserve recruiters have always been recognized by USAREC through various recruiter incentives and awards programs. The CAR program will offer an award that's component specific, which makes it unique and therefore desirable. USAREC's most experienced USAR recruiters have won all awards available to them, and this program will stimulate both veteran and rookie alike.

The incentive package for FY 99 will be as follows:

1st Award - Chief, Army Reserve Coin and Certificate of Achievement. Minimum requirement: 15 total accessions for a quarter, in any category.

2nd Award - Chief, Army Reserve Coin

and Certificate of Achievement. Minimum requirement: Must have won 1st Award and achieved 15 total accessions for the quarter, any category. No accumulation between quarters.

3rd Award - Command Sergeant Major Achievement Plaque and Certificate of Achievement. Minimum requirement: Must have won both 1st and 2nd awards, and achieved 15 total accessions for the quarter, any category. No accumulation between quarters.

4th Award - Chief, Army Reserve Achievement Plaque. Minimum requirement: Must have won 1st, 2nd, and 3rd quarter awards and achieved 15 or more total accessions for the 4th quarter, any category. There is no accumulation between categories. Fourth level award winners, in addition to the plaque, will receive an Army Achievement Medal (presented by USAREC).

The top 4th-level award winner in each brigade will be presented his or her plaque by the CAR in Washington, D.C. The determiner for this top award is the most contracts written. The top five winners (one from each brigade) will also receive the Army Commendation Medal (presented by USAREC.)

The CAR awards program is based on a quarterly volume of 15 accessions that equates to a minimum of 15 contracts per quarter. Each quarter's production will stand alone and will not be combined with any other quarter's production.

USAREC POC is SGM Raymond A. Kuklinski, Reserve Operations, 800-223-3735, ext. 6-0722.

Army AIMS to improve retention, recruiting

by Gary Sheftick

WASHINGTON (Army News Service) — Soldiers entering basic training began taking a test in September to measure their motivation and likelihood to successfully finish their training.

About 20,000 soldiers so far have taken the test known as AIM, the Assessment of Individual Motivation. The test was designed by the Army Research Institute for the Behavioral and Social Sciences. It is being administered at reception battalions through March by a contractor — the Human Resources Research Organization, or HUMRRO.

Recruits take the AIM test within a few days of inprocessing at Army basic training centers, a researcher said. He explained that the AIM is a battery of questions asking recruits about their past behaviors and preferences. It attempts to measure dependability, adjustment, athletic interest and achievement orientation.

"The purpose of this test is to identify people who are likely to perform while in the military and complete their term of service," said ARI Senior Research Psychologist Mark Young, co-developer of the AIM.

The first phase of the AIM pilot program will continue until the end of March at the Army's six basic training installations, Young said. Then the study will track recruits for at least another three months to see how many successfully complete their training and stay in the Army.

"The premise is those with a high 'motivation index' will have a low attrition rate," said COL Patrick Snapp, chief of the Army's Enlisted Accessions Division at the Pentagon.

About 2,000 of the recruits who took the AIM test have GEDs instead of traditional high school diplomas, researchers said.

Past studies have indicated that recruits who enlist with a GED were less likely than high school graduates to stay in the Army for the duration of their first term. A General Accounting Office study conducted between 1993 and 1997 found that GED holders had an attrition rate of 56 percent. This compared to a 38.6 percent attrition rate for high school graduates in the GAO study.

Young said he envisions the AIM eventually being used to "screen" applicants who want to enlist, especially those without high school diplomas. Young said AIM can be administered right along with the Armed Services Vocational Aptitude Battery currently given to applicants.

Young explained that the AIM measures "will do" aspects of performance while the ASVAB measures "can do" aspects. He said the AIM can identify those with high motivation and a propensity to finish training successfully.

"The Army is looking for ways to isolate those GED holders with above-average retainability in their first terms," Snapp said. "We're looking for the ones with high motivation."

The most successful sales people share one characteristic in common – and it's not a great sales personality, experience, loyalty, product knowledge, or even superior selling skills, although all of these help. The single characteristic shared by the most successful sales people is, simply, this: that they initiate contact with prospective buyers in greater numbers than those who are not as successful.

Most people are surprised to learn that avoiding contact initiation with prospective buyers is a common phenomenon in sales. The main reason sales people makes excuses instead of making calls is fear.

It's the kind of fear that people feel when they have to stand up and make a speech to a group that intimidates them. Very predictably, many sales people will fight to stay in their comfort zones and avoid the pain of leaving their offices and going out to make calls – particularly if they need to make a large number of calls, day in and day out, over long periods of time.

The college market represents a major area of potential growth for USAREC, but a significant number of recruiters appear to be intimidated by the college environment and do not make a sufficient number of calls there.

It's your choice:

Either wait passively for potential recruits to come to you, or actively go where the prospects are.

Get out of the office and go where the prospects are!

This month's Sales Tips are from sales performance development consultant Mike Stewart, CSP, of Stewart & Stewart, Inc., Atlanta, Ga.

All the innovative initiatives in the world, such as targeting specific cultural groups, spending millions of dollars on marketing programs, enacting legislation to significantly increase pay and benefits, and even providing sales skills training, all are of limited value if recruiters are not initiating contact with prospects in sufficient numbers to be successful.

Follow-up

by MSG Daniel R. O'Keefe, Recruiting Operations
Training Division

Follow-up is one of the most important but least liked activities that we as recruiters do on a daily basis. In today's Army it is apparent how critical it is for USAREC to make its assigned mission. Effective and timely follow-up is one way to assist us in achieving our mission.

Each soldier at all levels of USAREC realizes that every prospect doesn't agree to an appointment the first time we contact them, nor does every applicant agree to enlist during the first interview. How we react verbally and non-verbally to both situations will lay the foundation on how effective our follow-ups will be received for years to come. The two areas I would like to cover are the telephone call and the sales interview.

The telephone call

The most effective and most cost efficient way to contact our prospects is the telephone. Let's examine the phases of telephone call. Here's a recruiter who has preplanned his/her telephone prospecting from blocking out his one hour of red time and has refined and blueprinted the prospects that he wishes to call. The recruiter has to prepare his opening statement based on blueprinting information. He also has to prepare his sales messages and finally commit himself to close and get the appointment.

The recruiter has been on the phone for the last 25 minutes and finally has contacted a seemingly interested prospect named Johnny. As Recruiter A conducts his telephone call, he does everything right, from indentifying himself and the Army to confirming the appointment date, time, location, and transportation. The recruiter is just about to ask for a referral. But all of a sudden – wham! – Johnny has the mother of all objections and, being the pro that he is, the recruiter is ready to handle it by using the objection method.

As we know an objection is usually nothing more than a need for more information. Unfortunately this time the recruiter is unable to get to the root of the objection, so he thanks Johnny for his time and asks for a referral. Right? Almost! In the course of the last three-to-five minutes, the recruiter should have been collecting valuable information that will better assist us in our next follow up with Johnny.

He should always annotate the time he initially contacted Johnny, which will help determine what's a good time to call, to recontact Johnny on future follow-up attempts.

When using the two choices of dates and time when making the appointment, the recruiter should go a little further and ask Johnny to walk him through his typical day, from the time he awakes, to the time he gets home. This will usually give the recruiter good information such as the following: does he work after school, play sports, or belong to any organizations during or after school?

Recruiters realize that every prospect doesn't agree to an appointment the first time we contact them, nor does every applicant agree to enlist during the first interview. How we react verbally and non-verbally to both situations will lay the foundation on how effective our follow-ups will be received.

Remember you will not get the desired result if you come off like Joe Friday, the detective on Dragnet. This dialogue should flow without being intrusive. Another follow-up technique might be a mail-out to Johnny's home, something that says the recruiter will call in about a week to answer any questions that the first contact might have sparked.

How many times have we tried to contact Johnny only to reach his sibling or the parents? This is a perfect opportunity to introduce yourself and the US Army! This is also an excellent time to possible get some good blueprint information and follow-up information such as: has Johnny expressed what he would like to do upon his upcoming graduation, or when is usually the best time to reach Johnny? By doing this, it narrows down a good time to call your prospect.

Remember, this takes a little practice not to come off to intrusive or this technique could backfire on you. Rapport is the key! One thing I have witnessed too many times is when the parents answer the phone, we ask for our prospect and upon hearing he's out, we say thanks and hang up. First of all, we could appear to the parents as unprofessional after they figured out who you are – remember we live in a world of caller ID. This is a golden opportunity to talk with the parents, who are in fact the biggest influence in the decision-making process.

The sales interview

These are just a few of the various follow-up techniques we can use while conducting telephone prospecting. Now let's move on to the sales interview and check in with Recruiter A in progress. It is Friday, 1530 hours and Recruiter A is conducting an appointment at the recruiting station with Joe Smith, and everything is going great.

Recruiter A is doing everything right, from preparing for Joe's arrival to touching all the critical steps of the sales interview — establishing and maintaining rapport, determining needs and interest, determining qualifications, presenting facts and benefits, and he has even thrown in a few trial closes. As we know, trial closes are used to check the prospect's interest, and all indications are quite positive that Joe is good to go, ready to be all he can be! As Recruiter A is using the two-choice close, Joe suddenly realizes that he needs more time to

think about it and to talk with Mom and Dad. Recruiter A then goes to the handling objections mode. He says, "Just suppose your mom and dad gave you their blessing today, right at this moment. Would you then enlist and be all you can be?"

Joe's response is, "I would like more time to think about it."

Recruiter A realizes there might be another objection but understands that his parents are the key influencers in Joe's making any decision. At this point Recruiter A puts Joe at ease and commends him on wanting to share the information with his parents and wanting their guidance. Recruiter A then asks Joe for a referral, thanks him for his time, and tells him he will call him next week. Right? Almost!

Remember, Joe expressed a genuine interest, was on time for the appointment, and was very courteous and respectful. The next time Recruiter A finds himself in a similar situation, he should give the following scenario a try: "Joe, we discussed a lot of information in the last hour and a half, and what I would like you to do is go home tonight, or sometime over the weekend, and discuss the Army and the opportunities it can provide you with your mom and dad. Joe, I'm sure your parents will be very interested in finding out about the Army and what it can offer you to assist in your future plans. Joe, after you have discussed it with them, I would like to have the opportunity to sit down with all of you at your home or here in my office, wherever you prefer. This will enable me to introduce myself to them and to answer any questions they have of me at

the same time."

Recruiter A then confirms that Joe understood what he has instructed Joe to do, and he acknowledges. Then ask Joe to call on Monday at 1500 hours, to set the best time to meet with him and his family. Why would we want Joe to call back? For one thing, if Joe calls the recruiter at the appointed time, it means he has been thinking about the Army the whole weekend!

Even if he can't get both parents together, take the opportunity to get in the house and sell one of the decision-makers. We live in a day and age where families have such hectic schedules that we might need to talk to the parent separately, at home, work, or lunch, for that matter.

Now let's suppose Joe fails to call you at the appointed time. What should the recruiter do then? The reason why he asked Joe to call at 1500 hours was two-fold. First, he wanted to check Joe's interest level and how responsible he is. Second, by knowing his own schedule, he knows at this particular time he would be in the office conducting telephone prospecting. If Joe doesn't call at 1500 hours, I would not call him at 1505 hours and dog him out. I suggest calling about 1530 hours and apologize for missing his call.

Now you might be asking yourself, "Why am I apologizing for a call I didn't miss?" Well, for one thing, if you ask Joe why he didn't call you, that might (and usually does) put him on the defensive and you might lose any rapport you have established.

Letting Joe off the hook will serve as a good test to see how honest and interested he is. Naturally, if Joe said he called and did not, don't even think about challenging him, just go into the follow-up mode and set up your next face-to-face follow-up with the parents.

If Joe is not at home when you call, he might have a good reason why he did not call you. If Joe isn't home but you get a chance to talk with the parent, by all means do so. Remember that rapport is the key! Again, by talking with mom or dad, we find out if, in fact, Joe did explain the programs to them. If the parents are in the dark about the whole thing, keep the conversation on a general level and try to get additional information on the best time to usually reach Joe.

There are many other ways to follow up with a prospect after the initial interview, such as doing a good, old-fashioned face-to-face house call. This is time-effective if you plan it into your day when you're out in your area. Send the prospect a mail-out, letting him know you will be stopping by at (for example) 1630 hours on March 25th. Write, "Please call and confirm if this is the most convenient time for us to get back together."

This note will usually prompt a call by the prospect to let you know where he/she stands. Remember, if you send a mail-out and get no response, you are still obligated to show up at the appointed time. The prospect may have received your letter late or forgot to call, so plan your follow-ups wisely or you could end up wasting what can't be replaced, your time.

As stated at the beginning, follow-up is one of the most important activities we perform on a daily basis. The aforementioned follow-up techniques and ideas, when practiced and used correctly, can increase the number of follow-ups resulting in more contacts and less time chasing after prospects!

Follow-Up Suggestions

1. The telephone call

- find out the applicant's daily schedule (i.e., when is a good time to call?)
- find out when parents will be at home
- don't be intrusive

2. The sales interview

- establish and maintain rapport
- determine needs and interest
- determine qualifications
- present facts and benefits
- make a trial close
- handle objections
- close the sale

ALWAYS ASK FOR A REFERRAL!

Two-Year Enlistment Option

Many of you have been asking for an increase to the number of two-year enlistment options we offer. To date, we have written 30 percent (424) of our available two-year options with 11,942 remaining to be written. We currently have 57 MOSs that have a two-year term of service, 27 more than we could previously offer. We worked with Department of the Army and the DCSPER to expand the number of MOSs that offer the two-year option. The two-year option is something the CG wants you to work in your college markets, which is where he believes there is potential interest.

\$50K ACF Stickers

PSA Billboard Stickers are complete and in the ASG warehouse. They are available for ordering by battalion A&PA personnel.

RPI Stickers are complete. Initial distribution was made in December, and additional quantities can be ordered from the ASG warehouse.

Telemarketing test

While it may take a soldier to close the sale, telemarketers are showing their expertise at cold-call prospecting. USAREC is testing prospecting by telemarketers in two battalions, St. Louis and Atlanta, and so far the results are promising.

"Their technology offers three times more phone contacts than we can make in an hour," explains COL Don Tarter, director of Recruiting Operations at HQ USAREC. "While a telemarketer can only hand off a lead and those leads are no better than those we can generate ourselves, this process is more efficient, due to their technology, and does relieve the recruiter of doing that which is most distasteful to him, that is, telephone prospecting."

Telemarketers use lists provided by USAREC, as well as other lists purchased for this test. They work a four-hour block of time (in the late afternoon and evening) and have the ability to hand off a call to the appropriate recruiter if the prospect indicates a desire to talk to a recruiter immediately.

Current statistics show USAREC has garnered 1,228 leads and 249 referrals from the telemarketing test (RA and

USAR), as of March 22. This is a positive trend, and these results have encouraged the commanding general to expand the test into two USAR markets (Baltimore and Chicago) and four more RA markets (Mid-Atlantic, Minneapolis, Southern California, and Phoenix). Contracting for these tests should be completed soon, and it is anticipated that the additional tests will begin in April.

\$50K Advertising

DRTV advertising the \$50K ACF runs 15 March through the end of April. Expect to see 60-second television ads running on lots of cable stations and on network stations in some markets, prominently promoting the \$50K offer, as well as enlistment bonuses.

E-4 Recruiter Pilot Program

To infuse youth into the recruiting effort, USAREC will begin a new test/pilot program using young, single, first-term soldiers as recruiters for a period of 12 months. Up to 200 corporals and specialists will begin arriving at recruiting stations on/about Aug. 1, 1999. All soldiers who are selected for this program must be volunteers from CONUS or OCONUS TO&E units who meet the basic recruiter qualifications found in AR 601-1. Soldiers serving with a unit in an unaccompanied status are not eligible for this program.

Following six weeks of training at the Army Recruiter Course, Fort Jackson, S.C., all soldiers in this program must have sufficient time in service remaining to complete a 12-month tour with USAREC, followed by an additional 12 months in their initial unit of assignment. The first colonel in the chain of command will play a key role in this program by interviewing and selecting soldiers who best represent the Army and can tell the Army story among their civilian peers. USAREC is also seeking female soldiers and soldiers of Hispanic or Asian-Pacific ethnic origin as a means of penetrating growing recruiting markets.

Volunteers for this program will be screened by PERSCOM after recommendation from the chain of command is received. PERSCOM and USAREC will coordinate all assignments and match special qualifications and desired preferences where possible. Soldiers who volunteer and are selected for this program will fill

current USAREC vacant authorizations and will not increase the overall strength of the recruiting force. Interested soldiers are encouraged to contact their PERSCOM assignments managers.

Copiers, Cell Phones, Pagers

Photocopiers are now going into every recruiting station that didn't already have one.

You've asked for Internet access; we're working it. The 61 AMEDD recruiting stations have Internet access, and we're testing two methods for a total of 200 more Internet hookups in the stations, to determine what will work best for us.

The CG has just signed an approval to add 220 cell phones to our inventory to help communications in some critical geographic locations. We're also adding another 600 pagers to the 400 we already have. Fielding will depend on funding from DA.

New web page design

A&PA is doing a complete redesign of the marketing web site located at www.goarmy.com. The upgrade will give the Army's marketing site a new look and feel consistent with industry research on what works in youth-oriented Internet sites. It will give prospects expanded information about all aspects of Army life and incorporate the latest technology such as 360 degree video capability.

The current site, which was created in 1995, currently receives over 5,000 visits per day and brings in an average of 1,900 leads per month. Internet leads are converting to contract at a rate of 7.87 percent, the highest of any of our direct marketing initiatives. The conversion rate from appointment to contract on these leads is 36 percent, which means if you get them in for an appointment, you'll get a contract about one out of three times.

Implementation of the new site will be completed in phases, with the complete site redone by mid-May. A new faster-loading splash page and home page will be in place within the next month. In addition, a USAR job vacancy page will be added to the web site by the first week of April. This page will allow prospects to see all the Reserve units within a 50-mile radius of where they live and the job openings available in those units. The site will also have career management field videos.

Army Chief of Staff visits Texas recruiters

Story and photo by Nel deLeon,
5th Brigade A&PA

"Sir, I will reduce recruiter stress by assigning a quarterly instead of monthly mission," said one recruiter. "I have in mind a special retention pay that will make soldiers, in any MOS, stay longer in the Army," said another. A third one said, "I will establish a national service campaign because money alone does not get young men and women into military service. What we need is a nobler reason for enlisting."

One by one, 22 recruiters took their turn to answer the Army Chief of Staff, GEN Dennis J. Reimer, when he posed the question, "What changes will you make if you were king or queen for a day?"

The Army's top man was in College Station, Texas, to attend the *Symposia for the Americas* sponsored by the United States Army and Texas A&M University. While in town, he met with

"...without the right quantity and quality of recruits, the Army will not be all it can be."

Army recruiters from Dallas, Houston, and San Antonio.

"I came here for two reasons," Reimer said. "First, to say thank you for what you're doing and, second, to find out what I can do to help you."

According to Reimer, recruiting is fundamental to the success of the United States Army. "We have the world's best Army because we have the best people. But without the right quantity and quality of recruits, the

Army will not be all it can be."

Reimer understands the demands and pressures of Army recruiting and its toll on the soldier as well as the family. Field visits allow him the opportunity to personally hear their problems and concerns. "Tell me about the challenges you face out there. Most importantly, tell me how we can change to make your job easier," he urged.

The general's relaxed and casual nature made it easy for recruiters to express themselves. Problems and solutions were presented on various issues affecting quality of life (health care, family support), soldier retention, training, DEP management, and advertising.

"I am still in awe," said SSG John D. Gutierrez from Houston's Gulfgate Mall Recruiting Station. "There were a lot of things I believe in but was hesitant to say. The general was so positive — he lifted all obstacles and allowed me to express myself."

The round of questions and answers continued. The Army's highest ranking officer listened, took notes, and exchanged ideas with recruiters. Many times he nodded in agreement. Occasionally, he gave a doubtful look but no idea was turned down.

"He's gonna take back a lot of information to his level and, hopefully, he will make changes for the better," said SFC James C. Coons, Conroe (Texas) Recruiting Station commander. "His sincerity shows, and I know he'll make a difference for us."

"It means a lot when one soldier says to another, 'I got to talk with the Army Chief of Staff and, you know, he really cares,'" said MAJ Alvin E. Vavra, Houston Battalion executive officer. "It makes a big difference, not just to one soldier, but to every soldier who hears the story. Just by talking to soldiers at the grass roots level, the Army Chief of Staff is already making a difference."

Below: GEN Dennis Reimer visited with 5th Brigade recruiters while attending a symposium in College Station, Texas.



Giving back to the community

Story and photos by Gary L. Bloomfield, Kansas City Bn A&PA

Recently, U.S. Army Recruiting Command hosted a Hispanic Leadership Summit in San Antonio, where Secretary of the Army Louis Caldera, himself a former soldier and Army Reservist, spoke to general officers representing every major Army command plus Hispanic civic leaders and elected officials. Caldera emphasized support for the Army Reserve, opening up the ranks to more Hispanic soldiers, and encouraging young people to look to the future.

In an earlier interview Caldera had stated, "I learned from my parents what civic responsibility is – that you give something back to your country."

During his speech at the Hispanic Leadership Summit, Caldera further emphasized this civic responsibility,

"I learned from my parents what civic responsibility is – that you give something back to your country."

saying, "One of the great strengths of the Army is that we continuously return able and responsible citizens to the nation. Individuals who, regardless of their race or background, are better citizens for having served. And they have served well."

One Reserve soldier who believes in the Army core values and uses them everyday to reach out to others is Chato Villalobos, former mechanized infantry

scout, who is now a counselor for the Guadalupe/Alta Vista Education Center in Kansas City, working with at risk teens.

"I came from this neighborhood and as a teenager I was a knucklehead," Villalobos admits. "Whenever we drove or walked through the neighborhood adults in the area watched me and my friends with suspicion."

But then he joined the Army, and when he returned home on leave and walked through that same neighborhood, he noticed everyone was proud of what he had done, and how the Army had given him a set of values, which he still believes in.

As a former inner-city teenager Chato Villalobos certainly knows what kids today are going through and the peer pressures they face. All of the teens enrolled at the Alta Vista Alternative School have either dropped out or been kicked out of their local high schools. But they realize they need a high school diploma if they want any chance of succeeding in life and so they apply for enrollment at Alta Vista, which has a



Chato Villalobos talks with Secretary of the Army Louis Caldera at the Hispanic Leadership Summit held in San Antonio recently.

waiting list of teenagers trying to turn their lives around.

Before they are allowed to enroll at Alta Vista the students and their parents must sign a contract to work together toward graduation. If their grades slip, the parents are called. If they skip class, the parents are called. And if the parents do not resolve the problem immediately, the student is kicked out. This is a very strict school, with little tolerance for slackers.

With his Army background and imposing stature, it would be easy for Villalobos to be viewed as a strict educator, demanding that his students conform to the rules. But instead he uses his past experiences "on the streets" to relate to them, to gain their trust and nurture a caring relationship with them. As a result, they don't look at him as a teacher or a counselor, but more like an older brother... a very strict older brother!

Villalobos has accompanied Army recruiters to area high schools, serving as a personal testimonial of how the Army could be a positive influence. He explains that every student, whether they join the Army or not, first has to graduate and get that high school diploma. Of course, the students have already heard the recruiters talking about staying in school and staying off drugs, but now they're hearing it from one of their own, from someone who has come from their neighborhood, who has made the same mistakes they have made, but has turned his life around and is now well-respected in the community. Villalobos has become an invaluable resource to the inner city recruiters in Kansas City.

In his presentations to students, as a Hispanic speaker at various local events, and even as a stand-up comedian, Villalobos talks about basic training and

foolishly challenging his drill sergeants, and of course the consequences that followed. He stresses the importance of teamwork and leadership, motivation and looking out for each other, which he learned in the Army. And he explains how he implements those values into his everyday life today.

Villalobos, a member of the 308th PsyOps Company in Belton, Missouri, south of Kansas City, is certainly giving back to the Kansas City community. And at every opportunity, he explains that it was his Army training and experiences that gave him that foundation to truly "be all he can be."

After his meeting with the secretary of the Army, Villalobos returned to Kansas City inspired and motivated to do even more to promote Army opportunities. And he clearly recalled the Secretary's marching orders to everyone in attendance: "We need to let our young people know throughout this great nation that whatever their past or background is,



Villalobos teamed up with PVT Alfredo Salceda (left) to share their Army experiences with at-risk teens at the Guadalupe/Alta Vista Center, Kansas City, Mo., during Salceda's stint in the Hometown Recruiter Program.

Chato Villalobos tells teens to look to the future and to see opportunity.

The numbers tell us... although two-thirds of all high school graduates today go on to college, more than a quarter of private university freshmen drop out and 44 percent of those attending community colleges drop out. What can you do with that information?

by Bill Kunisch, Recruiting Operations Education Division

Colleges and vocational technical schools offer an obvious pool of candidates for the Reserve recruiter, but they also hold great potential for the Regular Army recruiter who takes the time and trouble to learn how to fit into a campus in a non-threatening way. College officials do not want recruiters to encourage students to drop out of college; they do, however, encourage individuals who help students find a way to finance their education. Active duty recruiters should team up with Reserve recruiters; this is one market where both recruiters can work well together. Don't forget the ROTC program – they have insights into campus events and politics. Establish and maintain a good working relationship with ROTC personnel.

How to do it, by the reg

To develop a sound college recruiting plan and strategy, recruiters should become familiar with Chapter 11 of USAREC Pamphlet 350-13, School Recruiting Program Handbook, and with USAREC Regulation 601-104,



Postsecondary Schools Recruiting Program. The regulation, which was written in October 1996 and is published in the Recruiting Station Operations Update, contains four appendixes that provide guidance on how to competently work postsecondary schools.

Appendix B lists a number of advertising and marketing tools that are appropriate for this market. This list includes RPIs and posters, which should be left in the student center and other prominent places where students often congregate. Public service announcements are also available that college radio stations may agree to air. There are also ads that can be placed in the student newspapers.

Everyone knows the cost of a college education is expensive and that the yearly increase consistently exceeds the annual rate of inflation. A recent report from the General Accounting Office shows that the share of income going for college in-state tuition, though it varies from state to state, takes up an increasing amount of a family's income. Where 15 years ago it required only 4.5 percent of the median household income to pay for college, it has risen sharply to almost 9 percent to pay these costs.

The Army's strongest selling point still remains its great education benefits. Above all, recruiters should continually advertise the increased offers of \$50,000 for the Army College Fund and the \$65,000 for the Loan Repayment Program. Recruiters must continually work to ensure that educators and students are aware of this information.

Appendix E of the regulation offers some guidance on recruiting in the postsecondary market. To summarize this appendix there are six lessons that apply to postsecondary recruiting.

1 Visit the campus and pick up the college catalog – it contains information about the academic calendar for the school year and also a listing of the major programs of study. If you are familiar with the majors, you will be able to target certain Reserve MOSs.

2 Introduce yourself to and talk with college personnel. Show these individuals that the Army has something to offer. Building a relationship takes time, therefore fulfill your promises and be dependable. Also drop off literature at these five offices: counseling office and academic advising, registrar or whomever disenrolls students, financial aid office, job placement office, and veterans affairs office. Reserve recruiters should also leave a copy of the USAR Job Vacancy Report at the last three offices. The Job Vacancy Report can serve as a want ad, but most of all it will generate leads.

3 Focus on the freshman and senior classes. The freshman class will have the largest drop-out rate. Many of these students are uncertain of their future. They often lack both the direction and the funds to fully pursue their education. Some seniors may still be unsure of their next move in life. They may discover that what the Army offers is more beneficial than other offers they have in front of them. Other seniors will be leaving college with large student loans. They need to find a way to repay these loans. Inform them of the Loan Repayment Program. All graduating students (or students who do not plan to return to school) who have federal student loans must attend a federal Loan Program Exit Brief. Some colleges have provided recruiters with time during this exit brief

to explain the Loan Repayment Program and the opportunity for students to continue their education while in the Army. Ask to participate in this brief.

4 Review the catalog and focus on times when students are most likely to consider leaving school. Look for the last date when students can withdraw and receive a refund, usually during the 6th week; the last date when students can withdraw without academic penalty, the 11th week; and after the quarter or semester ends.

5 Through school officials, coordinate a time (weekly or monthly) and place to visit the campus and set up an information table. Publish the schedule and ensure that the schedule is kept. You may not talk to many students the first few months, but as the semester progresses more students will talk with you about their future and what the Army has to offer.

6 Enroll yourself. Some colleges make recruiters feel unwelcome, restrict their activities and location, and limit the amount of time they can spend

on campus. Try enrolling in your local college for one course. With enrollment, you become a student on campus, not a recruiter! This status allows you unlimited access to admissions, the library, bookstore, and student lounge. Your fellow students will soon become very comfortable with you as a student and you will learn about their tuition woes, their fear of having to drop out because of lack of funds, concerns about how to pay back that massive student loan, and their plans to drop out because college is just not for them. This is the time to explain how they would benefit from an Army program.

Visiting the school campus should be done prior to the start of school year. Recruiters should take advantage of schools that participate in the Concurrent Admissions Program (ConAP). They should make a practice of visiting the ConAP point of contacts at regular intervals. These POCs are familiar with some of the Army programs and may be willing to answer any questions you have about the campus. Also ask the ConAP POC to assist you in developing further contacts at the school.

Solomon Amendment

Recently, the Military Recruiting and ROTC Program Access to Students of Higher Education, commonly called the Solomon Amendment, gave the recruiting services an added advantage. According to the amendment, colleges cannot bar access to military recruiting on their campus and they must release student recruiting information to the recruiting services. The Department of Defense published the Interim Rule in March 1997 and the Final Rule in September 1998.

According to the Solomon Amendment, if colleges do not comply, the Department of Defense has the authority to withhold Defense funds, certain other federal funds, plus more importantly certain Title IV Student Financial Assistance Funds. The affected Title IV Programs are the Federal Perkins Loan, Federal Supplemental Educational Opportunity Grant Program, and Federal Work-Study. At least once per term recruiters can request student recruiting information from colleges. Coordinate with registrars as to when this information will be available. All colleges are aware of the Solomon Amendment and its implications. The American Association of Collegiate Registrars and Admission Officers is instructing them on how to comply with this amendment.

Execution is key

The key to success in college recruiting is execution. Recruiters must establish contacts, follow-up on those contacts, and make their presence known on the campus. If recruiters effectively work the colleges by providing information and talking to students about the Army, they then can enlist more students when they do decide to drop out, whether for academic, financial or personal reasons. Statistics indicate that one quarter of the freshmen in private colleges, together with 44.3 percent of first year community college students, drop out or fail to return for their second year.

Even though recruiters may not see immediate results, they cannot allow themselves to overlook the colleges. Remember, hi-grad prospects dominate this market.

LRLs and the Solomon Amendment

Procedures for requesting lists

- ◆ forward letter requesting directory information to college registrar (sample letter was provided to battalions)
- ◆ follow up request with telephone call or school visit
- ◆ follow through and coordinate release of directory information
- ◆ close the loop, commander emphasis on list acquisition/contacts

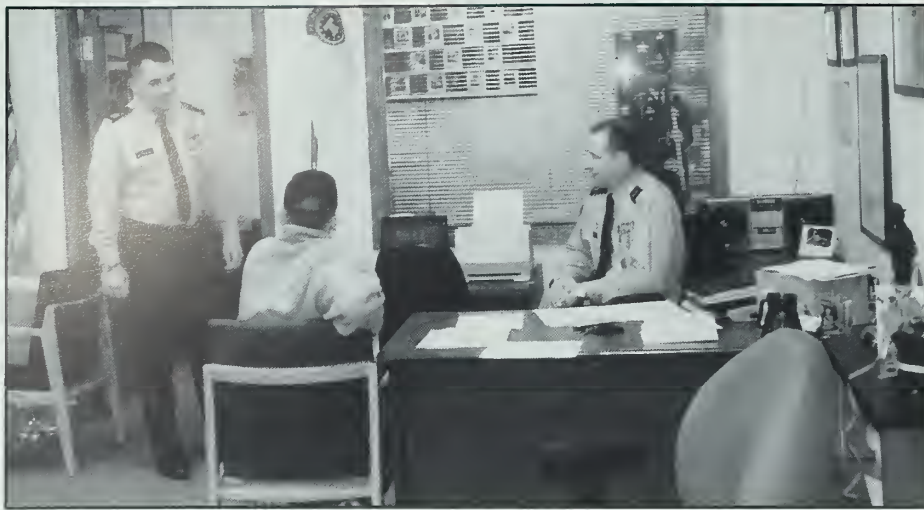
Procedures for noncompliance

- ◆ report noncompliance of school to battalion ESS
- ◆ attempt to devise an acceptable solution at local level
- ◆ if no solution, submit documentation of noncompliance to Recruiting Operations, Training & Education
- ◆ Director, Recruiting Operations, will report noncompliance to ASA (M&RA) for follow-up

Procedures for utilization of lists

- ◆ prescreen student ages, academic majors at 2-year colleges
- ◆ place emphasis on 2-year graduates, general degrees (ACF, LRP)
- ◆ compare list with previous semester list to formulate stop-out list
- ◆ target specific academic programs at 4-year schools (language, band, medical)
- ◆ emphasize USAR education programs with freshman class

From the top of the hill



Bellevue station commander SFC Parris Giard and SSG Jeffrey Bergstrom share an ARISS moment with an interested applicant. (Photos by Bill Pearce)

by CPT Tim Cashen, Seattle Company commander, and Katy Lindh-Wilson, Seattle Battalion A&PA

"I Just Want to Win"

In June 1998, SFC Parris Giard arrived in Seattle Battalion's Bellevue, Wash., Recruiting Station with a goal. "I'm going to own my territory." His take-charge attitude and make-things-happen mentality have been accumulating acreage for Bellevue Station ever since.

When Giard first took on Bellevue Station, production was suffering. As station commander, he started by focusing on the basic station administration systems which either drive or derail all other processes. He identified and fixed that which was broken and, with a newly sound unit, turned his attention to reading the battlefield.

Know Your "Enemy"

Giard correctly assumed that if the Army wasn't capturing its market, someone else was. As part of his overall market assessment, he scoped Bellevue Station's competition by reviewing individual zip codes for other-service share domination. In areas where other services prevailed, he made it a priority to find out what they were selling. His strategy was simple. If prospects living

in a zip code area showed a preference for one type of other-service option, his recruiters could respond with a similarly attractive Army counterpart, then trump with several superior Army benefits like the enhanced ACF, an appropriate bonus or station of choice. With this strategy and his initial market findings in mind, he began to tailor a prospecting plan for each area that would enable his team to fight fire with fire.

Leveling the [High School] Playing Field

As as a 10-year veteran recruiter himself, Giard knows seniors are the most important market to control for long term success. To rebalance his team to capture this critical market, he reviewed the area assigned to each recruiter by relative DOD volume and GSA propensity-to-enlist from the Detailed Station Report. He factored in such elements as high school senior populations, each school's student propensity to enlist, and the number of previous-year enlistments. The resulting overview enabled Giard to redistribute school "ownership" in a way that provided each recruiter an equal chance to succeed. Finally, he gave each school a target priority of one through 15. This prioritization made it simple for his team to direct appropriate effort toward the high schools assigned to them.

"Repatriation"

With this new market distribution came a new station philosophy: to systematically take over – or, as Giard likes to say, "repatriate" – high schools and starve the other services out of the senior market. Giard used DOD market penetration as a monthly spot report to monitor "hot" zip codes and to redirect prospecting to the areas that other services were attempting to penetrate. School folders began to bulge with TAIR events, class presentations, speeches, guest speakers, HRAP, mentoring, coaching, PTSA meetings, chaperoning school functions, attendance at sports events, station color guards, and table days... all of the activities necessary to bombard and dominate a school.

DEP Dealings

The next challenge? Bellevue's new-found success was creating an enviable DEP pool. Once you've got 'em, how do you keep 'em? Giard had strategies for that, as well. Starting from day one, Bellevue Station DEP members were to be treated like the soldiers they would become – soldiers with standards and responsibilities to their team. Johnny Jones became "Private Jones." Proper military address and decorum were to be observed at all times. Attendance at monthly DEP events was mandatory. Non-participants were accountable directly to the station commander. And then there was that secret weapon...

ConAP

ConAP may not be every recruiter's first choice as a DEP sustainment device but for Giard, it represented the solution to several challenges all in one package. He determined that if his recruiters

could enroll every one of their high school DEP members in college, several things would happen. Misconceptions would be dispelled, objections overcome and commitments solidified.

Giard put this in motion by establishing another station standard: All DEP members were to be enrolled in a ConAP college...up front. He required his recruiters to brief the ConAP program to every DEP member during their initial interview and help them select a college from the ConAP participant list *at that time*. Enrollment paperwork was to be initiated immediately. The next step was a letter to the DEP member's high school explaining the enrollment process and requesting an appointment. This, of course, was to be followed by a visit to the school to hand-deliver the enrollment paperwork. And the whole letter-and-visit process would

be repeated when a recruiter received the DEP member's college acceptance.

The results? Teachers were presented with positive proof that Army enlistment and college enrollment are not in conflict. And they came to support their students' enlistment in the Army. Parents had confirmation that the Army not only provides financial support for continued education, but actively helps in enroll their child in college. And they came to support their child's decision to join the Army. DEP members learned that their recruiter really does care enough about their future to focus beyond just "putting them in boots." And they felt committed to their own decision to join the Army.

And since then, Team Bellevue has not lost a single senior DEP member.

"The Board"

All this scoping, strategizing, standard setting, customer service and "follow-up, follow-up, follow-up" required considerable coordination and organization. Giard's solution? "The Board." It fills one wall of his office and contains both the brains and the heart-beat of his operation. This is where he assembles all the pieces for himself and for his team.

On the upper left corner of the board is a list of things Giard requires of himself. These are things he has decided he must do to keep this recruiting

machine oiled. For example, there is a reminder to do frequent manual checks of 99 LRLs and 99 school folders to guarantee daily and weekly changes are captured and acted upon. Next to these reminders is a simple, straight forward station prospecting plan. Following that is a flexible list of fragos; these one-liners address short suspenses, sudden priorities, and related tasks, which, when accomplished, are removed from the list.

Nothing on the board is written in permanent ink. This is a living communication device that is adjusted to reflect the current recruiting situation daily. And every member of the Bellevue Team knows exactly what's on it. At all times.

A View from the Top of the Hill

Giard's system has worked and his team has flourished. Last year, Bellevue station enlisted a total of seven RA and nine USAR individuals from the Class of 1998. By contrast, Giard's Team Bellevue has enlisted 25 RA seniors and nine USAR individuals so far from the current school program, none of whom have "fallen out."

This recruiting team is now positioned for long-term success. Their seniors know who they are and know what they have to offer. As these seniors become graduates, Team Bellevue will still be part of their lives, tracking their progress and reminding them often how the Army can improve their life situation.

Giard's Rules

- Rule 1. Stay in your own lane.**
- Rule 2. Do not sell jobs.**
- Rule 3. Do not step on "red time."**
- Rule 4. Follow-ups will not be blown off.**
- Rule 5. No excuses.**
- Rule 6. No whining.**
- Rule 7. Know your product.**
- Rule 8. Don't try to slam the other services' programs (see Rule 6).**
- Rule 9. No shortcuts on the sales presentation.**
- Rule 10. Absolute loyalty to your CLT.**
- Rule 11. If you can't do the job and handle your responsibilities, turn in your jersey.**
- Rule 12. Do everything to help each other.**
- Rule 13. Don't have a thin skin. Take correction and constructive criticism in the light it is intended (see Rule 6).**
- Rule 14. Take pride in your work and this station. Do your duty, keep up your systems, and always put yourself in a position to win!**
- Rule 15. Do not fail to close (see Rule 5).**



Editor's note: The DCG-West, BG Robert Wilson, credits SFC Giard as the originator of the monthly planner idea cited in Wilson's February 1999 Recruiter Journal article titled, "Organizing recruiting stations for success."

Success as a new recruiter

– Difficult, challenging, possible

by Vince Nunez, 3d Brigade A&PA



SSG Eugene N. Arcurio

Attitude does determine altitude in the case of SSG Eugene N. Arcurio, a new recruiter with the Minot, ND, recruiting station. Arcurio is successful through a combination of hard work and a great attitude.

During his first quarter on production (4th quarter of FY 98) he achieved 233 percent of his mission. During the 1st quarter of FY 99, a historically tough recruiting quarter, he finished at 125 percent.

"Minot is a great community to work in. I've never met nicer people in my life. Everybody is friendly. No crime rate. A great place to raise kids," Arcurio said.

His positive attitude is even more remarkable considering he was commenting on North Dakota, during the winter and he is from Florida. His geographic area of responsibility is approximately 12,000 square miles of sparsely populated rural America.

"It's been a challenge. Driving and the cold are the worst parts. I've never seen cold like this," he said.

He said recruiting is the biggest challenge he has ever had to deal with. "This is one job you can't slack off a little bit or you are behind."

He stated that he has to be out in the community and personally meet as many people as possible.

"You can never get them on the phone. Most of them are hunters and farmers," he stated.

Arcurio said that developing COI contacts is an important part of his success, steering him in the right direction. His most recent COI success was hosting a state-wide in-service session for 450 teachers.

"Education is big in this area. I've never seen so many kids go to college," he said.

Arcurio said he would encourage a new recruiter to stay focused on mission, have goals to shoot for, and be friendly.

"Arcurio is a positive, never-say-quit kind of guy," said 1SG Isaac Chammenes, Fargo Company first sergeant.

"He humps to make mission," he added.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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Fold here first



Success story — SFC Monica Duncan- Boney

by Emilie Howe, RJ staff

"Everyone tells me I'm very motivated - very driven to succeed," said SFC Monica R. Duncan-Boney, Army Reserve recruiter, St. Louis Battalion. Since her assignment to the St. Louis Battalion in 1996, Boney has won the battalion's Top Army Reserve Recruiter of the Year award three years in a row. "By the second week of the new recruiting month I've made my mission box."

On her way to the Florissant Station, Boney checks in with her local Army Reserve unit every morning. "A lot of Army Reserve recruiters don't work with their units. That's where I get most of my referrals. To gain their trust is the key thing to working with your units, she said." To Boney, Army Reserve recruiting is the easiest job she's ever had.

Boney is a substitute teacher for the public school system and she relishes being assigned a high school that's known for being as hard to penetrate.

"When I get a call to substitute teach, I'll teach anything the caller asks for," she said, "and of course I'll talk to the kids about the Army Reserve."

"The biggest problem I see for recruiters is they can't adapt their communication skills to the audience,"

Boney said. "If I'm talking to 17-year-olds or 30-year-olds, I change how I say something to fit the audience and get the message across. From the basketball court to sitting in a church pew, I'm comfortable with talking about the Army Reserve anywhere."

She is very articulate and handles media interviews really well, said Ann Bild, St. Louis Battalion A&PA. To honor the military veterans she recently taped a public service announcement for the local media.

Last year Boney went back to college and carried 18 credit hours in one semester to complete her second bachelor's degree, with a dual concentration in corrections and law enforcement. She was the guest speaker at her graduation ceremony.

She completed her first bachelor's degree in finance at the University of Maryland. For eight years, Boney worked at the New York Stock Exchange as a stock broker for grains and commodities. In June 1985 Boney joined the Army Reserve to pay back her student

loans. Her duties as the unit's retention NCO started her thinking about Army Reserve recruiting.

"I talked to a lot of soldiers who had no idea what their military benefits were," Boney said. "Some of them didn't even know about commissary privileges. This got me to thinking that maybe I need to work with them when they first decide to join the Army Reserve."

"1SG Christopher Rollins was the one who showed me how to succeed in recruiting. He never accepted less from me," she said. "He would say, 'I want three contracts, SGT Boney,' and I'd come back with eight or ten contracts."

"This is a great career, and I can and want to do more."

Her next goal is to pursue a master's degree in law and work for the USAREC IG team. Besides her duties as a full-time Army Reserve recruiter, she and her husband, Robert, have been together for 14 years. He is a police officer for District 6, City of St. Louis. They have two children — their son, Andre, is 10, and daughter, Erika, is 6.

Counseling = Leadership

by SFC Cedric Broyles, Recruiting Operations Training Branch

Counseling is every leader's responsibility. The purpose of counseling is to develop the soldier. At the earliest opportunity the leader must inform the soldier of what is expected. That may require the soldier to read regulations, policy memos, or standard operating procedures, but it is mandatory to explain the soldier's job description. In all fairness, you cannot discipline a soldier for failing to meet a standard if the soldier did not know or understand the standard. If a soldier knows the standards but fails to meet them, then counseling is appropriate. Leaders are also responsible to counsel a soldier for a job well done.

There are two phases of counseling, the performance appraisal and the counseling interview. The performance appraisal is a written evaluation; the counseling interview is a communication process between the rater and the soldier.

Performance Appraisal

When appraising a soldier's performance, review the job description, performance objectives, and standards for the tasks being evaluated. Ensure you know the specifics of the actions and comments made about the soldier. When evaluating the soldier, rate against the duty description, performance, or standard, not against other soldiers who are required to perform the task.

Don't generalize your thoughts or opinions. Develop two lists: one describing where the soldier meets or exceeds the standard and the other where the soldier fails to meet the standard. Then develop concrete suggestions concerning how the soldier can improve weak areas. Summarize your appraisal and bring into focus your specific findings and guidance for corrective action.

The Counseling Session

The objective of the counseling session is to communicate your appraisal of the soldier's performance and suggestions to improve. To accomplish this you must communicate your ideas in a way the soldier is willing to accept, so that he or she clearly understands the reason for counseling. When counseling the soldier:

√ First ensure he knows what is expected.

√ Remember the purpose of counseling is to improve job performance, not to tell the soldier what he's doing wrong.

√ Show the soldier the tools you used to conduct the evaluation then ask the soldier his or her feelings on the subject.

√ Be willing to listen to the soldier.

- Focus your counseling on the performance or the behavior of the soldier.

- Consider barriers or difficulties associated with the task.

- Do not associate the counseling with a "chewing out session."

- Always maintain your objectivity.

- As the counselor, always maintain control.

- Be able to show quantitative proof regarding each issue you discuss. Use USAREC Form 1141 (Performance Feedback Worksheet) to show the soldier where he or she stands in relation to the issue.

Guidance

During the session you should also identify solutions and explain how the soldier can improve if necessary. Use counseling as an instrument of influence. Counseling can and is sometimes used as an instrument of command. However, when it is used this way it is usually

perceived as punitive and is the last resort to more serious measures being taken against the soldier.

The counselor should search for solutions throughout the interview using these guidelines.

Lay out alternatives – The counselor suggests a number of alternative actions that the soldier might take. The decision on which alternative to use is left entirely to the soldier.

Recommending – the counselor recommends a certain course of action. However, the decision is still left to the soldier.

Advising – This is somewhat stronger than recommending. Here, the counselor advises the soldier that it is in his or her best interest to take a given course of action. Even here, there is still no suggestion of command, ordered action, or threat involved.

Persuading – the counselor attempts to persuade the soldier that a given course is in the soldier's best interest. The counselor attempts to "sell" the soldier on taking a certain course of action.

Urging – This is the strongest form of persuasion without resorting to authority. The counselor exerts every effort to convince the soldier that he or she should take a given course of action. Still, there is no suggestion of an order, command, or threat.

Commanding – The counselor orders the soldier to take a given course of action. No threat is made; however, there is no possibility of the soldier's misunderstanding a command has been issued.

Punishing – The leader should regard punishment as the last possible means of maintaining military discipline when efforts to develop the soldier's sense of responsibility and self-discipline have failed. Positive leadership is best, but punishment to correct a soldier and enforce standards is sometimes necessary.

Recruiting is a people business. The desire to excel, the willingness to overcome obstacles, and the ability to accept rejections are difficult skills to teach. Too many times leaders resort

and rely on the command and punishing solutions. Use these two methods as only the last resort.

Reactions to Counseling

Soldiers will react to counseling in various ways. Some of the reactions are:

- The soldier accepts the counselor's appraisal and indicates a willingness to improve.

- The soldier can't agree with the appraisal or the constructive criticism, however, he or she disagrees constructively and unemotionally. (The counseling was effective and solutions will be found.)

- The soldier agrees completely and almost too easily. In this case the soldier may not understand or may be holding back.

- The soldier avoids blame, by shifting criticism to others (i.e., coworkers, the market, the command, or the Army as a whole.)

- The soldier loses his or her temper and becomes angry and abusive. In this case the counselor must avoid countering with the same type of behavior. Personal problems, stress, and overall training deficiency may apply.

- The soldier is determined to argue. He or she denies most of the counselor's appraisal, evidence, and opinions. This could mean the soldier doesn't understand the appraisal or the soldier's pride may be damaged.

- The soldier is nonresponsive and refuses to take part in the counseling session other than just sitting and listening to the counselor. In this case the counselor must continue with his or her evaluation and recommendations. Once this is accomplished, it is up to the soldier. If the soldier does not heed the counselor's advice and change, then stronger measures are necessary.

Keep in mind when counseling a soldier he or she is usually nervous and apprehensive. Too often counseling is used as a form of punishment. This is not the purpose of counseling. If a leader uses counseling as a positive method to explain shortcomings and reinforce standards, soldiers will perform better, knowing that, if they make a

mistake, the leader will help the soldier do better next time.

Documenting the Counseling Session

You do not have to always use the General Counseling Form to document the counseling session; instead, use USAREC Form 1141. This form will allow you to show the soldier, in a quantitative way, why the performance or behavior was unacceptable. Use the comments and remarks block to document key portions of the discussion. Document the soldier's comments as well. If there is a need for follow-up training or counseling make sure this is documented also.

The Initial Counseling

If you are counseling a new soldier, explain the job description on the working copy of the DA Form 2166-7 (NCO Evaluation Report). If you are counseling a soldier who has been rated in the position before, ask for comments or suggestions to improve the job description. Explain the soldier's additional duties or any areas of special interest that might be important during the next 90 days.

Have the soldier complete USAREC Form 1142 (NCOER Support Form). Use of this form allows the soldier to provide input, set goals, and tell the rater how he or she plans to contribute to the overall success of the organization. Use the working copy to give examples of excellence and success when possible. Use specific bullets as they pertain to the soldier and how the soldier is expected to perform in relation to the job description. Do *not* use generic bullets or the same bullets for all soldiers you counsel. Remember you are rating the soldier's performance in relation to the standard. Each soldier is different and, in most cases, will require different bullets.

Later Counseling

When preparing for the later counseling session, review the job description, areas of special interest, and USAREC Form 1142. Review the previous working copies of the NCOER. Once again be prepared to quantify and qualify your comments. Make notes to keep your counseling focused and on track.

Compare how the soldier has performed in relation to the standards and objective set forth in previous counseling and the USAREC Form 1142.

When counseling the soldier review the duty description, areas of special interest, and the USAREC Form 1142 with the soldier. Explain to the soldier how he or she is doing. Explain what the soldier has done well; talk about how to do better. Use your working copy of the NCOER to give a sample rating; when possible, give examples of excellence.

Keep in mind that excellence is only achieved by a few and, oftentimes, involves subordinates. Involve the soldier in the counseling, ask the soldier his opinion of how he has done, and ask the soldier what he thinks he could do better. Finally, if necessary, explain to the soldier any areas of special interest that might change over the next 90 days. Then explain to the soldier what is expected over the next few months and, if possible, always end the session on a positive note.

When documenting the counseling, document the key points of each counseling session on DA Form 2166-7 (NCO Counseling Checklist/Record). Save the working copy(s) of the NCOER. Remember that you can use more than one working copy.

You may find you have to use one copy for each counseling session. Show the key points to the rated soldier and get his or her initials on the DA Form 2166-7-1.

Keep in mind you are not restricted to counseling the soldier four times during the rating period. Circumstances may dictate more frequent counseling.

Summary

A recruiting organization cannot accomplish its mission without dedicated and committed soldiers. Soldiers by nature are driven by the need to excel. Leaders can capitalize on this need by effectively counseling their soldiers and keeping them focused on the goals of the unit. Effective counseling is no easy task—it takes commitment to both the unit and soldier—but it is a necessary responsibility of leadership.

With TAIR, quality makes the difference

*Story and photos by Gil Hogue
Sacramento Bn A&PA*

"Army Chinook pilot honored at 1998 Heroes Breakfast." "Rigger recognized for hard-earned success." "Female crew chief 'cream of the crop' in male-dominated field." These seemingly innocuous headlines from Army post newspapers are key to the success of the TAIR program at the Sacramento Recruiting Battalion.

Sacramento's TAIR program is a success story. In Fiscal Year 1998 the battalion had the highest number of leads generated by TAIR, and the lowest cost per lead of any battalion in the 6th Recruiting Brigade. Their program had more than twice the effectiveness of any other battalion in the brigade.

According to Tom Blackwood, the public affairs specialist who administers the battalion's TAIR program, there are three simple techniques the battalion uses to enhance the success of their program. These techniques can easily be used by any USAREC battalion.

First, the battalion strives for quality in its TAIR personnel. Instead of simply asking for a soldier team representing a particular MOS, Blackwood and A&PA Chief Gil Hogue scan unit newspapers to identify specific soldiers. "We receive a number of post newspapers in the A&PA shop, and we always read them to identify outstanding soldiers. If a soldier is honored for an achievement within his or her unit, chances are he or she has the knowledge and people skills to represent the Army effectively." Blackwood added, "The MOS the soldier has, while important, is not absolutely critical. It's the way the

soldier comes across as an individual with high school or college students that really makes the program work."

Says Hogue, "We position the TAIR tour as a reward for outstanding soldiers – a break from their regular duties which they will enjoy. Usually, they do enjoy it, and they have a great deal of respect for recruiters when they finish."

Another technique Sacramento uses is even simpler – they always request their TAIR teams to stay with the battalion for a minimum of two weeks.

"It might not seem to matter whether the team is working for one week or two," says Hogue, "But even if soldiers aren't that confident at speaking in front

of an audience or don't know each other personally, by the end of a week of developing their presentations, they've become a team. So during their second week, they reach a peak of effectiveness."

Among examples of especially good TAIR teams which Hogue cites include a two-soldier team from the Caisson Platoon of the 3rd Infantry, the Old Guard. "They got 90 leads in one day of visiting schools in San Francisco. They were tremendously impressive; from their military bearing to the fit of their uniforms, they were totally professional."

Another successful TAIR team was a



SPC Hollie Heuschel, left, a female Apache crew chief, and SGT Maria Susuico, air traffic control supervisor, brief students at Woodland High School. The soldiers were a female aviation team that visited Sacramento Battalion for two weeks.



TAIR food service team members SPC William Shepard and SSG Tina Sander, 80th Ordinance Company, Ft. Lewis, WA, tour a San Juan High School culinary arts classroom in Sacramento, CA. Shepard had graduated from a culinary arts academy and joined the Army to pay back his college loan. He encouraged students who are considering a food service career to join the Army first, sign up for the Army College Fund, and get all the food service experience the Army has to offer. "Then take that food service experience to the Culinary Arts Academy and have the Army pay for it." The students were receptive to his message.

two-woman soldier aviation team. One was a sergeant air traffic controller, and the other was a 22-year old specialist crew chief from an Apache attack helicopter unit. The crew chief had been featured in an article in the post newspaper, which grabbed the attention of Hogue and Blackwood. Not only was she young enough for high school students to easily identify with, but both she and her fellow soldier had tremendous enthusiasm. "She even made a videotape showing 'her' aircraft on missions, and explained visually what an attack helicopter crew chief does," said Blackwood. "Both soldiers' presentations really grabbed the kids."

Perhaps the best TAIR project the battalion ever arranged took over six months of planning and coordination to ensure. That was the visit to the battalion of Sergeant Heather Johnsen, the first woman soldier to qualify to guard the Tomb of the Unknowns in Washington, D. C.

"We were lucky," Hogue admits. "Her parents lived near Sacramento, and she graduated from a high school near San Francisco, so she really wanted to come." Johnsen's visit was a tour de force. "She was incredible," said Hogue. "She gave 45 presentations at schools, all with the same degree of professionalism. Young female students were coming to her with tears in their eyes afterwards, saying 'we want to be just like you, Sergeant

Johnson.' In addition to several hundred leads and a number of immediate enlistments, she got very positive newspaper and television news coverage, and she helped the battalion develop several centers of influence within local communities."

The final technique used by the battalion, also an easy one, is to reward good TAIR people following their visit. At Sacramento it's A&PA policy that

TAIR team members receive a letter of appreciation signed by the battalion commander and a certificate of appreciation forwarded through their chain of command. And, if they are truly exceptional, they receive a signed "I Want You" Uncle Sam poster and a sergeant major's or battalion commander's coin.

It all adds up to a highly effective TAIR program.



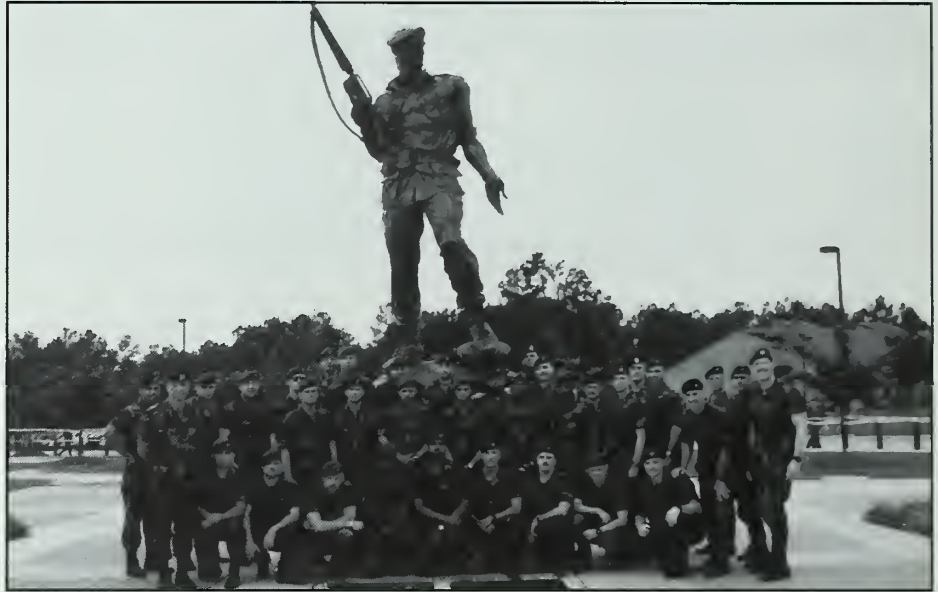
SGT Heather Johnsen, the first woman soldier to qualify as a guard at the Tomb of the Unknowns, speaks to students at a high school in Sacramento, CA. At left is Thomas Sherlock, a historian from Arlington National Cemetery, who accompanied Johnsen on her two-week tour of the Sacramento Recruiting Battalion.

Another unique mission

– *Special Operations Recruiting Company (SORC)*

The SORC recruits 1,500 active duty soldiers and 300 active duty officers per year to attend the Special Forces Assessment and Selection (SFAS) Course, a pre-requisite for training in the Special Forces.

The SORC at Fort Bragg, N.C.



*by ISG Stephen P. Goodan,
US Army Special Operations
Recruiting Company
Fort Bragg, N.C.*

What's so special about the Special Operations Recruiting Company (SORC) besides having a unique mission and task organization within the framework of USAREC? This little-known recruiting company is headquartered at Fort Bragg, N.C., and is tasked with the mission of recruiting active duty soldiers into the Army Special Forces and Special Operations Aviation.

The mission of the Special Operations Recruiting Company (SORC) is unique in that the company is tasked to recruit 1,500 active duty soldiers and 300 active duty officers per fiscal year for attendance at the Special Forces Assessment and Selection (SFAS) program. SFAS is a pre-requisite three-week process that prospective Special Forces soldiers must endure (and be selected from) in order to proceed on to

Special Forces training in the Special Forces Qualification Course (SFQC). The SFAS program is designed to place extremely rigorous physical and mental demands on a soldier, subsequently, only 42 percent of the soldiers who attend SFAS are selected for further training at the SFQC. The company accomplishes the mission by recruiting active duty soldiers stationed around the globe.

The company is unique in its organization. The company falls directly under the control of the USAREC director of Recruiting Operations at Fort Knox, Ky., who works hand-in-hand with the JFK Special Warfare Center commanding general. The company commander is a Special Forces major, while the first sergeant is a seasoned 79R. Each detachment is commanded by a Special Forces captain who has served on average 24 months as the detachment commander on an operational detachment - alpha, or A-Team, in one of the five active Special Forces Groups. Most officers have also served on battalion or group staffs in primary staff jobs. In

essence, they have three to four years of operational experience.

The detachment commander's mission is two-fold. He acts as the subject matter expert in the area of Special Operations at the detachment level and provides focus for the "front line" recruiting process. The recruiting station commander and his recruiters provide the guidance, technical know-how and "trade secrets" necessary to successfully operate and maintain a station.

There are four detachments located around the world. The Fort Bragg detachment and the Germany recruiting team cover the northeast US and Germany. The Fort Lewis detachment and the Fort Carson recruiting team cover the north and southwest United States. The Fort Campbell detachment and Fort Hood recruiting team cover the central United States. The Fort Benning detachment and Fort Stewart recruiting team cover the southeast United States. In February 1999, the company opened a new station in Korea to increase the overall volume of production.

Special Forces recruiters are professional NCOs who are hand-picked by the Recruiting Command. They must be airborne qualified, pass the physical standards of Special Forces, have an excellent production record, and display a high degree of maturity, competence, and responsibility. All of these qualifications are in addition to having served as a station commander, having been recognized as a gold badge recruiter, and having served in USAREC for a minimum of three years. Every Special Forces recruiter is highly competitive in his grade and will eventually return to mainstream recruiting to become a successful first sergeant or sergeant major.

Special Forces recruiting operations are very detailed and fast-paced. You must first understand that the recruiting teams perform all functions under one roof, e.g., serve as the local recruiting station, guidance shop, MEPS, and battalion operations. Some of the basic tasks include prospecting by way of scheduling and briefing large audiences on Special Forces career opportunities. The briefings are conducted regularly on Army installations around the world. A Special Forces recruiter can plan to be TDY most of his tour.

Special Forces candidate processing is a major priority. Everything from packet preparation to selection from Special Forces Assessment and Selection is carefully examined and new ideas are implemented daily. Administrative duties are accomplished by use of automatic data systems and electronic mail. The workload is heavy, but the rewards are well worth it.

Another duty for Special Forces recruiters includes briefing high ranking military and civilian officials within the station area of responsibility. Senior officers and NCOs must constantly be briefed to dispel rumors, myths and prejudices concerning Special Forces. For example, by briefing installation sergeants major on a recurring basis Special Forces recruiters gain support for recruiting operations on post. This provides factual information on the number of volunteers from certain areas and the actual mission and purpose of Special Forces within the Total Army.

Additionally, all major subordinate unit sergeants major and first sergeants are briefed to ensure that the prospective volunteer's chain of command understand the application process. This minimal briefing effort eliminates time consuming work later when a soldier receives no support from his chain of command while in the application process. In addition to briefing members of the chain of command, Special Forces recruiters conduct NCOPD briefings at all levels within a command from squad up to and including battalion. Incoming soldiers are also briefed at information briefings at reception stations and replacement organizations. In this way, the members of the recruiting company disseminate, inform, and expose soldiers to the possibilities and opportunities available in Special Forces.

Not only does Special Forces recruiting provide 1,500 able-bodied enlisted soldiers and 300 officers to the Special Forces Assessment and Selection program, it also refers prior service enlisted and civilians to local Army recruiters. On a daily basis, Special Forces recruiting stations receive phone calls or are physically approached by juniors and seniors as well as college students who desire information or just want to become "Green Berets." For example, recently one recruiting station received a call from a young college student who wanted to enlist in the Army only if he could be guaranteed Special Forces.

The SORC recruiter handling the call explained the process to the individual and informed him that he had to be an E-4 with 12 months of service prior to applying for Special Forces. Prior to the completion of the phone conversation, the applicant was guaranteed that an information packet would be sent in his name to the nearest local recruiting station in California. The recruiters were able to enlist him and he is now in basic training at Fort Benning, Ga., on his way to realizing his dream of becoming a Special Forces soldier. In essence, the Special Forces recruiter was able to refer a non-qualified Special Forces applicant to a mainstream recruiter who helped bring a qualified individual into the Army.

Additionally, Special Forces recruiting is a component of the USAREC homepage on the worldwide web under www.goarmy.com. Many individuals are drawn to the Special Forces career field through the glamorous multi-media presentations in Hollywood movies. Several influential characters have portrayed Special Forces soldiers on the silver screen. Impressionable young adults see these actors, which instantly gets them fired up and makes them want to join the Special Forces.

The first place the majority of today's youth turn for information, after television, is the Internet. Special Forces is right there for them at www.goarmy.com. This interest in Special Forces draws prospective applicants to the Army Recruiting Homepage with a myriad of options and offers for the interested applicant.

If you have any questions, or additional ideas, about how Special Forces recruiters and the SORC can help you, the Army recruiter, call the SORC operations at 910-432-1639 or DSN 239-1643.

SORC seeks recruiters

The SORC is seeking individuals to recruit for Special Forces and for the Special Operations Aviation Regiment. Recruiting for Special Operations Units requires the ability to interact effectively with prospective Army candidates as well as senior Army leadership. It requires a competent briefer, a person who is highly self-motivated, capable of working alone without direct supervision, and:

- Male
- Volunteer
- MOS 79R
- SSG or junior SFC
- No history of recurring disciplinary action
- GT score of 110
- Passes the APFT
- Airborne qualified or volunteer for airborne duty
- Demonstrated success as an Army recruiter, with preferably 1-2 years station commander experience

Interested recruiters should mail a copy of their DA Form 2A and 2-1, last three NCOERs, PT card, and phone numbers to USAJFKSWCS Attn: AOJK-SP-R, (SORC Operations) Ft Bragg, NC 28307, or fax copies to (910) 432-1637.

Trail Blazers

by **Bernard A. Hamblin III**
Kansas City Bn

SSG Tony Majors, of Kansas City's Grandview Recruiting Station, used some of America's earliest African American trail-blazers — the Buffalo Soldiers — to assist him in blazing new trails in one of his station's most impenetrable high schools.

Veteran soldiers from the Army's deactivated 9th and 10th Cavalry Divisions spent an afternoon talking to students from Ruskin High School about the Buffalo Soldiers and African-American military contributions.

"Black History Month is our busiest month," said PVT James G. Madison (Ret.), of the 10th Cavalry Division.

Private First Class Albert Jones (Ret.), Headquarters Troop, 9th Cavalry, quickly added, "But we'd interrupt anything to share our stories with today's young people!"

These US Army veterans, adorned with blue Cavalry hats, yellow bandannas, and blue Army dress uniforms, wowed every student and teacher in sight. Equally compelling was their historical presentation that impressed Ruskin's teachers and helped establish a continuing rapport for Majors.

Ultimately, the presentation was a huge success for Majors, who received three referrals, and opened the door for future classroom presentations.

When asked if the presentation was successful, Station Commander SFC Rickie Tucker said, "Yes! Ruskin is one of my big-



Buffalo Soldiers from the 9th and 10th Cavalry pose in front of USAREC's History of the African-American Soldier display. (Photo by Gary L. Bloomfield)

gest schools, and they never let us do more than hand out RPIs in the lunchroom.

"Now, after seeing that we can have a positive impact on their students, they're anxious to discuss future classroom presentations."

Majors blazed a trail much like the Buffalo Soldiers of the Old West. Instead of helping America's Army open up the frontier, he opened up a big market that was previously closed to Army recruiting efforts in south Kansas City.

Sacramento brothers heed Uncle Sam's call

Story and photo by Rena Clark, Sacramento Bn A&PA

Within days of each other, two Citrus Heights, Calif., teens decided to trade in the comforts of civilian life for the rigors and rewards of service in the US Army.

To top it off, Sean and Jason Woodward, the sons of James and Pamela Woodward of Citrus Heights, enlisted for two of the most challenging jobs in the Army. Sean, 19, departed for basic training on Dec. 30. From there he will train to become part of the Army's elite Airborne Rangers. Jason, 17, a senior at Mesa Verde High School, will leave for basic training in July, and will then go on to train as a linguist at the prestigious Defense Language Institute in Monterey, Calif.

At first the parents said they were stunned with their sons' decision. "I can't think of any better organization to take over care of my sons, but at the same time, it will be hard to lose two kids so soon," said Pamela. Those feelings are tempered, however, with knowing the benefits each son will receive from Army service. "I think the Army will enable them to blossom in a way that wouldn't be possible otherwise," she added.

James Woodward, a battalion chief with the American River Fire Department, agreed. "I'm extremely proud of them. Six months ago they didn't know what they wanted to do. Now they have direction and focus." He added that he was surprised by his sons' decision cause he broached the subject of Army service with them a couple of years ago. "At the time, they completely dismissed the idea," he said. The change occurred in part, he said, when a friend of Jason's began talking to a recruiter

The elder sibling sees the Army as a way to jump start his career as a firefighter. His goal, to work as a smokejumper for the US Forest Service, seemed a far off dream several months ago. "I was working two part time jobs and taking classes part time. I thought what kind of life is this? I want to push my limits. Now I'll be working toward my goal. I'm looking forward to learning how to jump out of planes," he said.

Because he scored so high on the aptitude tests, Jason will learn one of the Asian languages or Arabic, whatever the Army needs most. "This will be a great experience for me. I'll get paid to learn a foreign language and also earn money for college," he said

By enlisting, both young men will each earn \$50,000 for college. But their father believes the Army will give them much more than college money. "The college money they will earn is secondary to the direction and skills they will develop as soldiers. The Army will teach them confidence and leadership skills, and you can't learn that in college."



Brothers Sean (left) and Jason Woodward at the Roseville RS, preparing for their future Army careers.

Christmas Recruiter Style

Story and photo by Rae Nola Smith, Salt Lake City Bn A&PA

The Christmas season was close at hand and members of the Great Falls, Montana, High School Art Club needed something to do for the community. SGT Toby Davis, a recruiter at the Great Falls Recruiting Station, was looking for a new way to have a positive affect on the students at the high schools where he recruits. Maybe the art club could decorate the recruiting station window for Christmas. The next step was to convince the station commander that it would be a good idea. He was optimistic,

but really didn't know what he was getting himself into.

After deliberation, SFC Michael Lynch, the station commander, allowed the decorating to be done, but decided to make it a competition between C.M. Russell High School and Great Falls High School. These are two of the station's largest high schools. The competition pitted the two rival schools against one another, each vowing to win the contest. The responsible recruiters—Davis at Great Falls and SSG Michael Knutsen at C.M. Russell—each rallied their troops and prepared for the battle.

On Dec. 14, 1998, the teams started. Each school had two windows to decorate. They each worked to be the winner and strived to produce a masterpiece. They needed to complete the windows by Dec. 17, when Dave France, a local radio personality, from Q106 and K99, would judge the artwork.

The spirit spread; Davis and Knutsen involved The Great Falls Tribune and KRTV Channel 3. Both recruiters were interviewed and a two-minute segment ran on the local news (radio and television). Nothing else upstaged this momentous event.



The winning window in the First Annual Window Decoration Contest at the Great Falls Recruiting Station.

The final decision....Great Falls High School won! They received certificates and a plaque for the First Annual Window Decoration Contest. Everyone was happy. SFC Lynch received free publicity for his recruiters. The recruiters had involved 400

seniors at each school. The students developed a spirit of team work. The community enjoyed the Christmas Spirit, and Davis' idea is now an annual event.

Recruiter's wife recruits... herself!

by Cassandra Kardeke, Indianapolis Bn A&PA

It's 5:30 a.m., and while most families are just beginning their day, SSG Eric Duke and his family have been up for three hours already.

While their neighbors slept, the Dukes packed up their car and left Terre Haute, Ind., for the Indianapolis Military Entrance Processing Station (MEPS). Although taking a recruit to the MEPS prior to shipping out is routine for Duke, this time the recruit is his wife, Janine.

"I have wanted to join the Army since I was 17," says Janine.

Having served as a specialist in the Army National Guard for the past seven years, she is finally getting her chance. Janine explained that although she has enjoyed serving in the National Guard, she has just always wanted to go active duty.

When asked what helped her to make the decision, Janine explained that Duke

had brought home a new Army video being given to members of the Delayed Entry Program (DEP) showing the many opportunities the Army can offer them.

"I saw that video and I was pumped. When it was over, I said, 'That's it, I'm joining,'" she recalled.

"I had to really convince him (Eric). He didn't recruit me, I recruited him," she said.

Janine's excitement and personal pride was evident during her processing at MEPS. While waiting for her physical she began talking to other National Guard recruits about active Army opportunities. And Mrs. Duke wasn't the only one "pumped" over her decision to enlist.

"I'm an Army brat," exclaimed their daughter, five year-old Harley, who was more than happy to tell everyone that her father was in the Army and her mother was joining today.

Before Janine left for her first assignment at Fort Knox, Indianapolis Recruiting Battalion commander LTC Keith Donnelly made a special appearance to swear her in.

"It was a real honor to be there for her," he said. "She was responsible for at least

nine contracts before she even enlisted," he added.



Recruiter and husband, SSG Eric Duke, stands by as his wife, Janine, is sworn in to active duty at the Indianapolis MEPS.

106-year-old veteran receives special birthday wish

Photos by Jack Hobbs, story by Patrice Creel, Jackson Bn A&PA

Moses Hardy of Aberdeen, Miss., an Army veteran of World War I, served his country honorably from July 1918 to July 1919, but when he left the service in 1919 there was one thing he did not get – his honorable discharge. Recently, the then 105-year-old Hardy asked his grandson, Ricky Davis, a former Army officer, to help him get his honorable discharge from the Army and two medals he never received with the rest of his unit.

Among the oldest living World War I veterans, Hardy served with the 805th Pioneer Infantry and fought in France from July 1918 to July 1919.

Davis' search let him to Jackson Army Recruiting Battalion recruiter SFC Richard Lambert. With the assistance of the 2d Army Recruiting Brigade, contacts were made and red tape cut.

As a result – on his 106th birthday – Hardy was presented with his framed discharge, and his two medals: the Victory medal featuring a female angel and the inscription "The Great War for Civilization," suspended from a rainbow-colored ribbon, and the Occupation Medal featuring the face of General John Pershing, suspended from a blue, red, white, and black ribbon for the US Army Occupation of Germany.

The Assistant Adjutant for the Mississippi National Guard, BG George S. Walker, presented Mr. Hardy with his awards at his



Moses Hardy, a 106-year-old veteran of World War I, chats with Army recruiter SFC Richard Lambert, who was instrumental in getting Hardy's honorable discharge paperwork.

home in Aberdeen, Mississippi, as television and newspaper cameras recorded the event for local and national audiences.

Hardy's grandson had tried unsuccessfully for nearly four years to get him the discharge and medals to which he was entitled. As a last resort he called the US Army recruiting station in Jackson, Miss., where he lives. Army recruiter SFC Richard Lambert called the battalion public affairs, which in turn called brigade headquarters and the wheels began to turn. With respect to Hardy's advanced years, the sound of red tape being cut echoed throughout the land.

As a result of the efforts of a number of people, including SFC Lambert's father in Ohio, the medals and discharge were ac-

quired in a matter of weeks and forwarded to the battalion. It was decided the presentation should be made on Jan. 6, 1999, Hardy's 106th birthday, at his house just outside Aberdeen, Miss.

In making the presentation BG Walker told Hardy, "You paved the way for the rest of us, and you stand as an example of what this country is made of. You saw your duty, and you performed honorably."

With that Walker pinned the medals on Hardy's chest and Hardy commented he intended to wear them to church on Sunday when he teaches his Sunday school class.



Reserve recruiters (above) discuss issues with MG Thomas Plewes, Army Reserve chief, after the Chief of Staff of the Army Recruiters of Excellence Awards ceremony. The ceremony was held at the Pentagon in January, and both Reserve and Regular Army recruiters were honored (right). (Dept. of the Army photos)



Michigan recruiters participate in positive program for youth

Story and photo by Michele M. Moore, Great Lakes Bn A&PA

Several Michigan recruiters have become involved with a grassroots effort to encourage local students to stay in school, say no to drugs, and not drink and drive.

The program, referred to as Prom Gala, started this year in Monroe County and is spreading to other communities in Michigan. With the support of local law enforcement agencies, school officials, and community members, the program is giving recruiters an opportunity to work side-by-side with local, regional, and state leaders to help area youth.

SSG Robert Goethals first heard about the program's creation back in April 1997 and offered to volunteer his time and energy to help. "Prom Gala has a very strong anti-substance abuse message. Since this message is very much in line with Army values, I decided to get involved," said Goethals.

The Prom Gala program kicked off in April with a concert featuring pop-rock group, All-For-One, and a special appearance from "Baywatch" actor, Jerry McClain. The next Prom Gala event Monroe recruiters participated in was a question-and-answer session with high school newspaper editors about the hazards of drinking and driving.

The Prom Gala program culminated with a ceremony at the Monroe County Courthouse on October 29, 1998. Event organizers created "the world's largest document" and had Michigan Governor John Engler, State Senator Bev Hammerstrom, Secretary of State Candice Miller, State Representative Randy Richardville, and Monroe Mayor Al Cappuccilli sign it to show their support.

The signing ceremony was attended by area students and featured music from St. Mary's Catholic High School band and the Monroe Junior and Senior High School choirs. Five Army recruiters, SSG Goethals, SSG Jeff Coleman, SGT Ronald Smith, SSG Gregory O'Bryant, and SSG Fredrick Morris, attended the event in their dress blue uniforms and served as stage escorts.

After the event, the recruiters chatted

with students and officials about the Army and the importance of staying in school and off drugs.

"I think this was a great opportunity for the Army to stand out as a supportive part of the community, said Goethals.

Organizers report the banner signing was such a success that it will be taken to other communities in Michigan to spread the important message about the dangers of substance abuse with the state's youth.



SSG Jeff Coleman and SGT Ronald Smith, recruiters from Michigan's Monroe station, serve as stage escorts at a local event designed to encourage youth to make smart choices.



GEN (Ret.) Colin Powell demonstrated his support for Army recruiting to SSG Phillip Morrison of the Kearney, Neb., Recruiting Station at a dinner in Des Moines. In town to promote his volunteer programs, Powell asked his audience of business leaders and Chamber of Commerce members to support Army recruiting. (Photo by Nancy Hutchinson)

The Test

1. Is a DD Form 369 required for careless driving?

Answer: Yes or No.

2. After completing telephonic police checks, must DD Forms 369 be sent to the police agency?

Answer: Yes or No.

3. Some AUS/USAR officers and warrant officers of the Army have a _____ month statutory entitlement to reenlist in their former rank or in the rank of sergeant, whichever is higher.

- a. Two
- b. Three
- c. Four
- d. Six

4. A PS applicant separated from the RA with an RE-1 wants USAR; she is divorced and has custody of a two-year-old son. If otherwise qualified, is she eligible to enlist?

- a. Only with a approved dependency waiver.
- b. Yes, if E-4 or above and enlists for three or less years.
- c. Only if she was not discharged or separated due to being a single parent.

5. Who can approve an RE code waiver of a RE-3C for USAR?

- a. PERSCOM
- b. ARPERCEN
- c. Not authorized to enlist USAR
- d. No waiver required

6. When can a USAR applicant who is a member of the Army National Guard enlist without processing through MEPS?

- a. All USAR applicants in ARNG must process through MEPS.
- b. USAR applicants in ARNG may be transferred with DA 4187.
- c. If the unit provides MPRJ.
- d. May be transferred with DA Form 4651-R.

7. A non-Army prior service applicant has less than a three-year break in service and is returning in his or her PMOS (which converts to an Army MOS). Which of the following does not require Army Basic Combat Training?

- a. Coast Guard
- b. Navy
- c. Marine
- d. Air Force

8. If an applicant suffers illness, injury, or death during processing to enlist at any MEPS or USAR

facility, he or she (or his or her survivor) may be entitled to government benefits.

Answer: True or False.

9. An HSSR took the SASVAB at age 15. Can he or she use these test scores for enlistment?

Answer: Yes or No.

10. An unmarried applicant with children under the age of 18 who has placed them in the custody of another adult must execute _____ prior to enlistment.

- a. DA Form 3286-60
- b. DA Form 3286-59
- c. DA Form 3286-61
- d. DA Form 3286-69

11. When sending a radio message, the first step is _____.

- a. Listen to see if the net is clear.
- b. Identify yourself to the individual you are calling.
- c. Blow into the hand set to clear the net.
- d. Give your call sign to any listening party on the net.

12. When applying a field dressing, tie the tails _____.

- a. Loosely over the outer edge of the dressing.
- b. Into a non-slip knot, directly over the wound.
- c. Loosely directly over the wound.
- d. Into a non-slip knot, over the edge of the dressing.

13. During MOPP level 2, the protective mask is _____.

- a. Worn with the hood unzipped.
- b. Is stored in the carrier.
- c. Worn with hood zipped.
- d. None of the above.

14. When evaluating a casualty, what is the first thing you check for?

- a. To see if the individual is breathing.
- b. Check for bleeding.
- c. Check for responsiveness.
- d. Check for broken bones.

15. When reporting enemy information using a SALUTE report, the letter "A" stands for _____.

- a. Area in which the enemy is located.
- b. Amount of enemy equipment.
- c. Activity the enemy is performing.
- d. Armament of the enemy.

The answers to this month's Test can be found on the inside back cover.

Gold Badges

RSM January and February 1999



ALBANY

SFC Jocelyn J. Roy

ATLANTA

SSG Walter Hampton
SSG Steve Pamplin
SSG Keith Smith

BALTIMORE

SSG Jamie Fregozo
SSG Sharon Glover
SSG Franklin Jacobs
SSG Thomas Jones
SSG Olga Malone
SGT Richard Reese
SSG Jesse Sheriff
SGT Cherly Tanner
SSG Torry Vap
SSG William Whitaker

CHICAGO

SSG Ariel Perez
SGT Aaron Keisler

COLUMBIA

SFC James W. Webeck
SSG Kevin D. Corbin
SSG Jesse L. McNair
SGT Elizabeth S. Dixon

COLUMBUS

SSG James E. Kraeling
SSG Heath W. Phillips
SGT Michael L. Neff

HARRISBURG

SFC Santos P. Iraola
SSG Veronica Y. Ford

INDIANAPOLIS

SSG Larry Daniels

KANSAS CITY

SFC Jeffery G. Wood
SSG Thomas W. Melton
SSG Robert R. Stepp

MONTGOMERY

SSG Marvin Lowe

MIAMI

SSG Jorge Freire
SSG Jose Canales-Ross

NASHVILLE

SGT Darwin T. Crooks
SGT Richard Dolak
SSG Mark M. Grogan

NEW ENGLAND

SFC Harry F. Fordham
SSG Steven A. Prestridge
SGT Robert L. Snively

NEW ORLEANS

SSG Gregory Davis

NEW YORK CITY

SFC Luis S. Flores
SSG Patrick A. Black

OKLAHOMA CITY

SSG Johnathon P. Hampton
SSG Douglas B. Quinn, Jr.
SSG Jason E. Osborne
SGT Robert L. Woolsey
SGT Marvin L. Yarbrough

PHOENIX

SSG Mark A. Themer
SSG William J. Fowler

PORTLAND

SGT Adam G. Britzius
SGT Bradford T. Guillet

RALEIGH

SFC Harry Bowser
SFC Herbert P. Gray
SSG John Hinternish
SFC Robert J. Murphy
SFC Willie L. Sutton
SFC Oree White, Jr.

SACRAMENTO

SFC Alan N. Gifford
SSG Michael D. Coble
SSG Ceferino J. Perez, Jr.
SSG Robert S. Russell
SSG Henry D. Utterback, Jr.
SSG Mark A. Wilder
SGT Terrance D. Williams

SEATTLE

SSG Heidi L. Gallagher
SSG Robert C. Russell

SALT LAKE CITY

SGT Kevin C. Cokely

SOUTHERN CALIFORNIA

SGT Susan P. House

ST LOUIS

SFC Henry L. Bentley

HQS, USAREC

SGT Brian A. Green



Morrell Awards

RSM January and February 1999



CLEVELAND
SFC Christopher J. Morino

COLUMBIA
SSG Diane Nicholson

HARRISBURG
SFC Johnny M. Davis
SSG Keith A. Mann

HOUSTON
SSG Arturo Ayala
SFC Patrick Riley

JACKSONVILLE
SFC Drayton Florence

LOS ANGELES
1SG Joseph R. Rivers
SFC Anthony Del Marto

MIAMI
SFC Maurice C. Heath
SFC Jose Maldonado
SFC Federico Suarez

MONTGOMERY
SSG Darrion Pressley
1SG Thomas Rosenberger

NASHVILLE
1SG Thomas McMahon

NEW YORK CITY
SFC Miguel Rodriguez-Santos

PHOENIX
SFC Edward J. Custodio
SFC Carlos Quiles

PORTLAND
SFC Edward L. Grover
SFC Stuart R. Lallier

SAN ANTONIO
SFC Dennis L. Havens, Jr.

TAMPA
SFC Charles G. Paul, Jr.

HQ USAREC
SFC Courtney Atchison
SFC David Boyer
SFC Wilfredo Castro
SFC Thomas Hunnefeld
SFC Nathan Lewis
SFC Jorge Rivera
SFC Darren Sherrard
SSG Bryan D'Shone

Recruiter Rings

RSM January and February 1999

BALTIMORE
SFC Bryant Cozart
SFC Wesley G. Lewis
SGT Terrell Cunningham

CHICAGO
SFC Darryl Hope

CLEVELAND
SSG Michael J. Freeders

COLUMBIA
SSG Julio Soto, Jr.

DALLAS
SFC Rodrick Buycks

DES MOINES
SSG Jeffrey D. Erickson

HARRISBURG
MSG Herman G. Cochrane

HOUSTON
SFC Olin L. Martin

INDIANAPOLIS
SFC Bryon K. Johnson
SFC Anthony Lubarsky
SFC Jon Edward Carl Smith

JACKSON
MSG Kenneth B. Gillings

LOS ANGELES
SSG Rafael Garcia

MIAMI
SFC Pablo Cruz
SGT Pedro Rodriguez-Arce

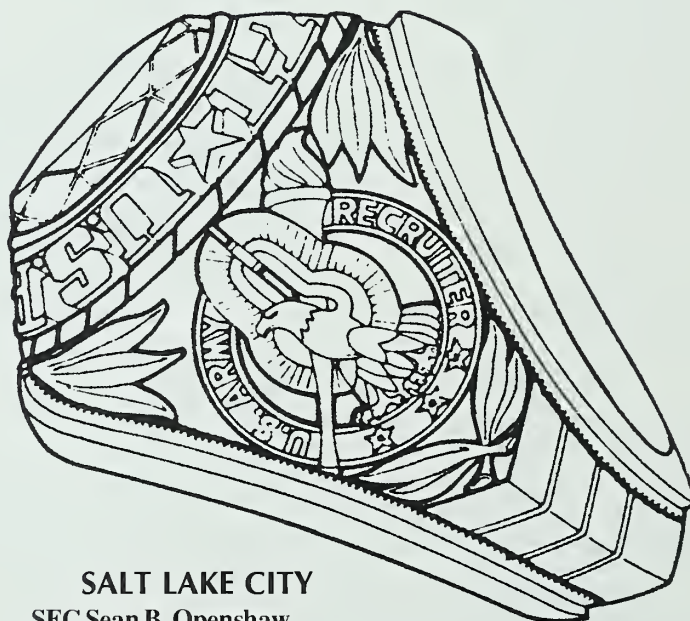
MILWAUKEE
SFC Brian T. Jones
SFC Scott H. Ramsey

MONTGOMERY
SSG Jerry Parker

NEW ENGLAND
SFC Gregory P. Wood

NEW YORK CITY
SFC Roberto Hernandez
SSG Bridgett Alexander

OKLAHOMA CITY
SSG Louis J. Beldotti, Jr.



SALT LAKE CITY
SFC Sean B. Openshaw
SSG William Spence

SAN ANTONIO
SFC Amparo Martinez

SEATTLE
SSG David A. Smith

SO. CALIFORNIA
SFC Raymond A. Jackson
SFC Juanito L. Vargas

TAMPA
SGT Jeff L. Nance

Quality Volume - The Key To Our Success

Headquarters U.S. Army Recruiting Command



Top RA Recruiters

RSM JANUARY 1999

SGT Dingman, E. (Syracuse)
SSG Rioscarmonas (Tampa)
SFC Teal, K. (Great Lakes) & SGT Minchen, D. (Minneapolis)
SFC Cooper, S. (San Antonio)
SSG Pablo, M. (Seattle)

RSM FEBRUARY 1999

SFC Sanchez, A. (New England)
SFC McBride, M. (Raleigh)
SGT Cortez, F. (Indianapolis)
SFC Smith, S. (New Orleans)
SSG Hall, S. (Portland)

Top USAR Recruiters

RSM JANUARY 1999

SGT Mitchell, J. (Baltimore)
SSG Escobales, E. (Tampa)
SSG Knight, S. (Minneapolis)
SFC Iannessa, G. (San Antonio)
SFC Hooseline, R. (Salt Lake City)

RSM FEBRUARY 1999

SFC Ward, D. (Baltimore)
SFC Ramos, R. (Miami)
SFC Morino, C. (Cleveland)
SFC Crawford, J. (Kansas City)
SSG Kreiberg, (Los Angeles)

Top LPSC Stations

RSM JANUARY 1999

Walpam (New England)
Brooksville (Tampa)
NONE
Memorial City (Houston)
Tempe (Phoenix)

RSM FEBRUARY 1999

District Heights (Baltimore)
Duluth (Atlanta)
Maple Heights (Cleveland)
McAlester (Oklahoma City)
Mesa (Phoenix)

Top OPSC Stations

RSM JANUARY 1999

Bangor (New England)
Panama (Columbia)
La Peer (Great Lakes)
Broken Arrow (Oklahoma City)
Juneau (Seattle)

RSM FEBRUARY 1999

Kaiserslautern (Albany)
Simpsonville (Columbia)
Bismarck (Milwaukee)
Monticello (Oklahoma City)
North Bend (Portland)

Top AMEDD

RSM JANUARY 1999

Philadelphia
Florida
Cleveland
San Antonio
Northwest

RSM FEBRUARY 1999

Philadelphia
Florida
Cleveland
Iowa City
Northwest

Answers toThe Test

1. a, AR 601-210, para 2-10b(6)
2. a, AR 601-210, para 2-10c
3. d, AR 601-210, para 3-14a(2)(a)
4. c, AR 601-210, para 3-8 (1)&(2)
5. d, AR 601-210, para 3-26b
6. c, AR 601-210, para 5-30b(1)
7. a, AR 601-210, para 5-20
8. True, AR 601-210, para 5-62

9. No, AR 601-210, para 5-11
10. d, AR 601-210, Chapter 2, para 2-9d(3)
11. a, STP 21-1-SMCT, Task 113-571-1016
12. d, STP 21-1 SMCT, Task 081-831-1016
13. b, STP 21-1-SMCT, Task 031-503-1015
14. c, STP 21-1 SMCT, Task 081-831-100
15. c, STP21-1-SMCT, Task 071-331-0803

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